

EUROPEAN NEWS

Brussels to investigate drug price controls

By Peter Marsh THE European Commission is to investigate whether the pharmaceutical price-control schemes operated by countries in the European Community might have to be changed in the run-up to the planned dismantling of trade barriers in 1992.

The inquiry, which is due to last a year, could be highly contentious. It could involve disputes between national governments and Brussels over the degree to which different countries should favour locally based healthcare companies when setting drug prices.

At present countries in the EC operate a range of schemes to establish prices for pharmaceuticals, which in Europe are largely purchased through publicly-owned health authorities. Total pharmaceutical sales in the EC are running at about \$25bn a year.

Most of the price-control schemes explicitly favour companies which have a high level of research, development and production facilities in the country concerned. The systems normally work by permitting such suppliers to charge higher prices, or make larger profits, than those with only a small base in the relevant territory.

According to some drug-industry observers, these schemes may be contrary to the spirit of the planned unification of the European market. Under the plans for 1992, different countries would not be allowed to offer incentives to companies with a high level of visibility in their territories.

Officials in Brussels realize that the inquiry into drug prices they are stepping into a complex area. Many national governments regard favouring local drug companies as a vital element in their strategies for supporting high-technology industry.

Some drug companies - especially those which do not have a strong presence in the EC - dislike the current arrangements and have made their views known to the Commission.

The year-long inquiry is intended to take fully into account views of national governments, industry representatives and consumer groups.

Unemployment rate among women worsens in EC

By Tim Dickson in Brussels

THE WORSENING rate of unemployment among European women was highlighted by new figures published in Brussels yesterday.

The latest bulletin from Eurostat, the European Commission's statistics office, shows that the number of women out of a job across the Community has increased from 13.1 per cent to 13.8 per cent of the female working population since the winter of 1986.

During the same period the unemployment rate among men has fallen steadily from 9.4 per cent to 8.2 per cent.

In addition, the survey points out, the jobless rate among women in all member states apart from the United Kingdom is much higher than that among men, the greatest differences being found in Spain (28.9 per cent for women, 14.7 per cent for men), Italy (21.3 per cent against 8.2 per cent) and Belgium (17.5 per cent against 6.5 per cent).

In Britain seasonally adjusted figures show that female unemployment in August was 7.8 per cent of the workforce, against 8.6 per cent for men.

A Commission spokesman yesterday explained that the results were due to "the larger number of women than men moving on to the labour market."

There are actually more women than men finding employment but because we are talking about the rate of increase the denominator for women is bigger than the denominator for men.

The Eurostat figures show that in August the overall number registered as unemployed was 15.6m, a 0.1 per cent increase compared to July.

After compensating for differences in national recording methods, Eurostat says the seasonally adjusted unemployment rate in the EC stood at 10.4 per cent.

Pope's mild message stirs MEP emotions

By David Buchan in Strasbourg

THE MEDIUM is more important than the message when it comes to Popes addressing European Parliaments.

When a Pope - John-Paul the Second - came to the European Parliament yesterday for the first time, he delivered the politically unexceptional message that the integrated European Community of 1992 should be "open" to the eastern half of the continent and generous to the Third World.

The first few words of his address were interrupted, predictably, by Mr Ian Paisley, vocal Protestantism's gift to the European Parliament, who tried to shout St Peter's successor down as "Anti-Christ" and was swiftly ejected from the chamber.

Further echoes of religious wars past were provided by Mr Paisley's subsequent explanation that he was repeating the words of the executed Thomas Cranmer, the first Archbishop of Canterbury, and the fact that chief among Mr Paisley's ejectors was Mr Otto von Hapsburg, the West German Euro-MP whose family played no small part in European history.

The Pope, himself a keen amateur boxer as a Polish teenager, remained unruffled, and restarted his speech to general applause.

Earlier in the day, some parliamentary officials were distinctly ruffled by the prospect that the pontiff would enter Strasbourg's Palace of Europe

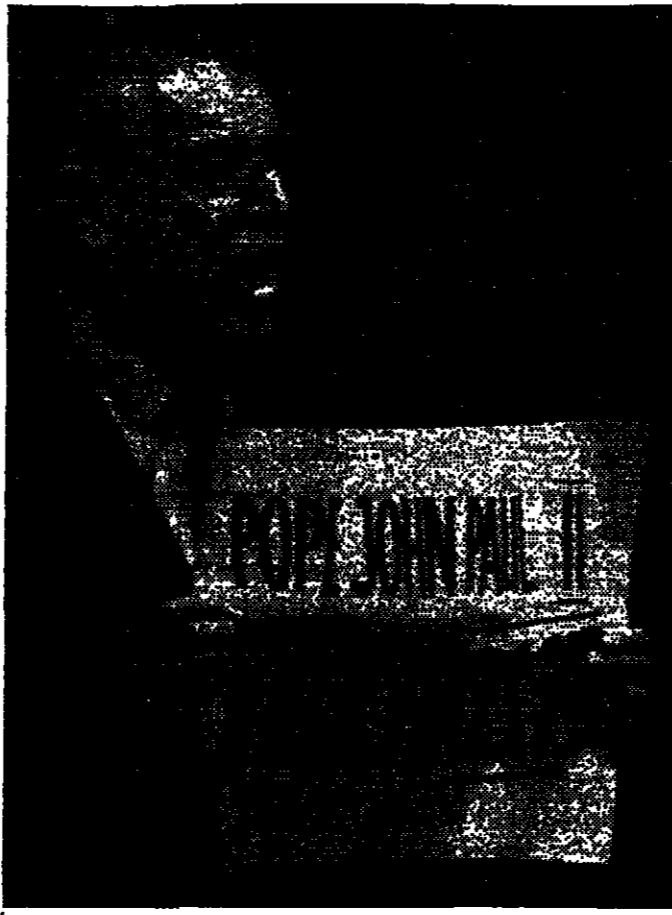
via a lobby temporarily housing an art exhibition of female statuary.

First, officials clad certain parts of the statues in makeshift white paper bikinis, and then - deciding the cover-up was insufficient - removed the offending statues completely. It was as though the Vatican had no such representational art.

And as if all this stir were not enough, many Euro-MPs afterwards tried to read controversy into the Papal address. In arguing that "a common

political structure", far from endangering the identity of the peoples of the Community, would guarantee their rights more fairly, was not the pontiff coming down on the side of the federalists and against the line of Mrs Margaret Thatcher?

In calling for spiritual cohesion, to match Europe's economic co-operation, was he not perhaps endorsing the European Commission's plans to add a social dimension to the EC single market? Luckily, however, Papal addresses are not formally debated.



Mr Paisley flourishes his inflammatory message

German lonely hearts put finance before sentiment

Haig Simonian finds kitsch and materialism in the personal columns of the nation's newspapers

THE lady from Box No ZS2366 wants a man "who has fallen from Heaven, who'll steal horses with me, go for walks in the rain, dive into the sea, who'll fire my love for fantasy and invention, my way of thinking, my spontaneity and sensitivity, my love for travel and my intellectual curiosity."

A little prolix perhaps, but the lady concerned is just one of the thousands of West Germans who advertise each week in the bulging lonely hearts columns of the country's newspapers.

West Germany may have one of the world's highest standards of living and its citizens a material wealth which is the envy of many. But even a cursory glance through its papers shows that when it comes to affairs of the heart, money is not everything.

The lonely hearts columns can be a revelation to those who still see the Germans as brusque and coolly-efficient workhorses. What emerges instead is an extraordinary mixture of sentiment, kitsch and materialism.

The medium often dictates the message. Many metropolitan afternoon papers are crammed with adverts for company for the evening - or the night. The adverts are not always from professionals, say those in the know, but sometimes from female students or foreign women wanting to supplement their income. And while sex is usually the object, plain company may be all that is on offer.

But while adverts in evening papers like Munich's Abendzeitung are usually pithy and to the point, the lonely hearts

European Diary



W. Germany

columns in the quality press tell a different story.

The most entertaining is usually in Die Zeit, Germany's heavyweight intellectual weekly whose lonely hearts page is scanned closely by many high-minded readers who find the often long and fanciful adverts greatly diverting.

Adverts in Die Zeit range from the "nice pan seeks pretty lid" genre to complicated messages intertwining money, politics and pleasure. Take the man a few weeks ago who is "not quite independent, no friend of the CDU and with a boat in the Mediterranean."

Yet even Die Zeit's adverts can offer a distinctive mixture of emotion and financial cool-headedness it would be hard to find anywhere else in Europe. Effusive emotion is often brought sharply down to earth by shattering cost-consciousness. Thus the lady looking for her man from heaven was sufficiently earthbound to shorten her horizons to K, SU, BN, or KO - the abbreviations used

on car number plates to indicate the cities of Cologne, Siegburg, Bonn or Koblenz.

Those stingier still just use a city's postcode. The ex-test-pilot who wants to "take off a second time and float above the clouds with You" is content with "Raum 48" - not a flight path, but the abbreviated postcode for Dusseldorf and Cologne respectively.

Many advertisers in the Frankfurter Rundschau, the left-leaning quality daily based in Frankfurt, give clear indications of their financial status alongside their other attributes. Women often mention their financial independence, their apartments or even that they expect a generous inheritance.

By contrast, career prospects or achievements tend to predominate among the men. "Well-earning company directors," "wealthy manufacturers," suitors with "some capital" or, at the very least, gentlemen with a "nice car," abound. And it is astonishing how many male lonely hearts claim to be pilots.

But in health-conscious Germany, where lavish private medical schemes guarantee doctors and dentists an almost peerless income, it is still the "doctor with own practice" who will probably beat even the Jumbo jet captain to the lady of his dreams.

Even adverts in a respectable daily like the Rundschau can be remarkably forthright. The "cuddly innocent 41, seeking a sweet mouse" is all very well, but the gentleman a couple of inches down who wants a partner "for erotic hours and shared-leisure time" is another matter.

There's only one computer show designed to give you all the answers.

From 26 October to 2 November, the future powerful mid-range to personal systems. of computing will be on show at the Business Design Centre, Islington. IBM '88 There will be demonstrations of how, in partnership with its dealers and agents, IBM is providing today's business solutions and addressing the future challenge of 1992. There are many computer shows but only one IBM '88. Don't just think about it, fill in the ticket application now. And be there. "I think, therefore IBM."

IBM '88 advertisement featuring a large graphic of a computer monitor displaying the IBM logo. Below the monitor is a coupon for requesting free tickets to the IBM '88 computer show. The coupon includes fields for Name, Title, Company, Address, Postcode, Telephone, and Type of business. It also includes a section for indicating the names of any colleagues you would like to invite.

Greek consumer price rises put inflation target in jeopardy

By Andriana Ierodiconou in Athens

CONSUMER PRICE inflation in Greece surged by 3 per cent last month, compared to a 2.2 per cent increase in the same month in 1987. The September figure has raised doubts whether the authorities will be able to achieve their goal of reducing the December-on-December rate of inflation from approximately 16 per cent last year to 12 per cent this year.

September is the third consecutive month in which to register a greater increase in the retail price index than the same month of 1987. According to figures released by the Economy Ministry, in the period from January to September 1988, the index rose by 9.3 per cent, not far behind the 10.1 per cent increase registered during the same period last year.

The ministry put a brave face on the developments, stressing that the nine-month figures were "the most favourable in a decade".

In an indirect acknowledgment, however, that hopes of reducing inflation substantially in 1988 have received a blow, the announcement added that "inflation has become a structural problem in Greece, which requires time to combat."

The authorities have already conceded that the budget deficit will be overshoot significantly this year, as a result of both a lag in revenues and higher-than-planned expenditures.

As it was, the Dr587bn (€2.7m) deficit originally set by the 1988 budget represented a record. This figure has now been revised up to Dr1.1 trillion (million million).

The expected overshooting in turn gives the lie to government predictions of an improvement this year in the net public sector borrowing requirement (PSBR), which in 1987 reached 13.5 per cent of gross domestic product.

The figures suggest rather that the reduction in the PSBR as a percentage of GDP which the Greek Government had succeeded in bringing about in 1986 and 1987 by dint of a painful economic stabilisation programme, will be reversed this year.

Belgian bank cuts key rate

THE BELGIAN national bank yesterday cut its most important interest rate for the third time in less than a month, reflecting a general downturn in Belgian interest rates, AP reports from Brussels.

The Banque Nationale de Belgique said it cut the rate on three-month treasury certificates to 7.3 per cent from 7.35

per cent. The rate on four-month certificates was cut at the same time to 7.35 per cent from 7.4 per cent.

The downturn in Belgian rates began in late September. The relatively strong economy and international developments have made the decline possible, and this has boosted the securities markets.

OVERSEAS NEWS

Tokyo envoy may be recalled after fund revelation

By Ian Rodger in Tokyo
JAPAN'S ambassador to the European Community in Brussels, Mr Mitsuo Date, may be recalled following revelations in Tokyo yesterday of his involvement in a private investment fund operated in Switzerland by and for Japanese diplomats.

Excess liquidity raises inflation fears in S Korea

By Maggie Ford in Seoul
CONCERN is mounting that the South Korean economy may be overheating dangerously as repeated attempts to tighten monetary policy continue to fail to mop up excess liquidity and curb inflation.

Ozal to 'free interest rates' fearing run on lira

By Jim Bodgener in Ankara
TURKEY'S Prime Minister, Mr Turgut Ozal, faced with a run on the lira, said last night that interest rates would be freed, without specifying which rates he meant.

Indian opposition forms new party

By K.K. Sharma in New Delhi
FOUR Indian opposition groups yesterday decided to merge and form a new party - the Janata Dal (People's Party) after weeks of squabbling over issues ranging from leadership to the name of their new organisation.



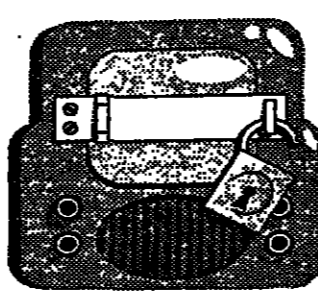
Singh: rival to Gandhi

Party leaders in talks on Karabakh

THE COMMUNIST Party leaders of the Soviet republics of Armenia and Azerbaijan met yesterday in Stepanakert, capital of Nagorno-Karabakh, for talks on the disputed region, Tass news agency reported.

Quantity not quality on Japanese screens
Ian Rodger reports that the programming standards permit almost anything

THE image most British people have of Japanese television comes from the cocktail parties from bizarre and mindless quiz and challenge programmes presented occasionally on British television by Mr Clive James.



DEREGULATION OF BROADCASTING

Most programming on the commercial channels, however, is simply silly - consisting of evening chat shows, popular song contests and quiz programmes, aimed mainly at teenage and young adult audiences.

Koor to make plea to Bankers Trust

By Andrew Whitley in Jerusalem
A LAST-ditch effort to persuade Bankers Trust, the US bank, to drop its court application for the winding-up of Koor Industries, Israel's largest industrial conglomerate, will be made at a meeting in New York today between top officials of both sides.

Algeria 'quiet' as Paris protests grow

ALGERIA was reported quiet yesterday, except for an occasional gunshot in the capital, as the nation digested President Chadli Bendjedid's pledge of political reform following a week of anti-government riots, Reuters reports.



Police scuffle with about 1,000 protesters in New York last week to ward off continuing demonstrations against a decision to reimpose tax on stock market gains.

Banks agree new lending to Manila

THE Philippines' commercial creditors have agreed in principle to lend the heavily indebted nation more money, President Corason Aquino's office said yesterday, Reuters writes from Manila.

AIDS strikes at Zambia's base
Tests indicate that 200,000 are infected, says Victor Mallet

MR John Banda, 34 years old, works as an odd-job man at a school near the Zambian capital Lusaka. He is dying of AIDS - Acquired Immune Deficiency Syndrome. He has lost his wife, his two children and his mistress. While he is obviously sick, neither his family, nor his employers, nor his neighbours have any idea what is wrong with him.

Results from the 33 blood testing centres established by the Government and the World Health Organisation suggest that about 200,000 Zambians carry HIV (the human immunodeficiency virus). They risk dying of AIDS, as well as passing on the infection to others.

Tourism is NZ's big earner

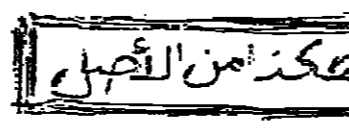
Tourism became New Zealand's leading source of foreign exchange earnings for the first time in the fiscal year that ended on March 31 1988, according to figures released yesterday by Mr Jonathan Hunt, Tourism Minister, AP-DJ reports from Wellington.

Burmese students flee crackdown

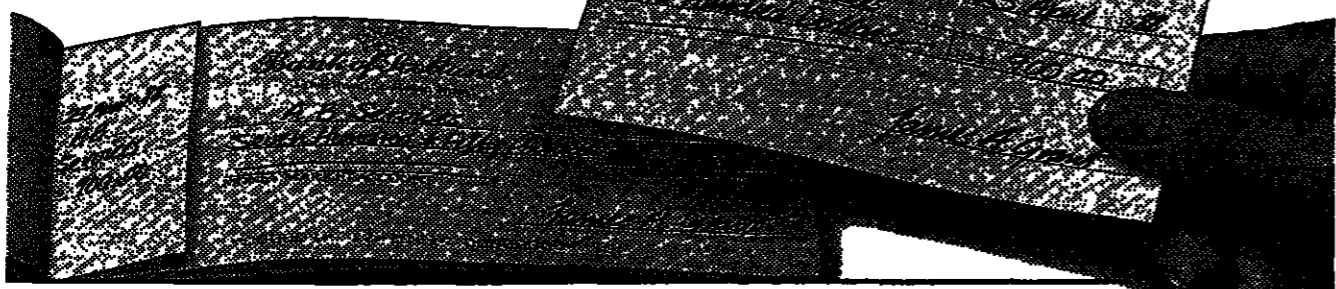
About 3,000 Burmese students fleeing an army crackdown on dissent have taken refuge with ethnic minority rebels fighting the Burmese Government, Reuters reports from Bangkok.

India interference alleged

Mrs Sirimavo Bandaranaike, the former Sri Lankan Premier, and her son Anura, the opposition leader, yesterday accused Mr Mani Dixit, the Indian High Commissioner to Sri Lanka of interference in the island's internal affairs.



OFFSHORE IN JERSEY



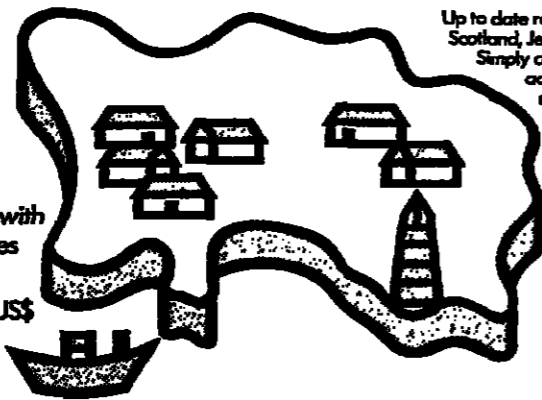
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| INTEREST PAID GROSS | |
|--|--|
| 7.00% <small>*Applied Rate US\$</small> | 7.23% <small>*Compound Annual Rate (CAR) US\$</small> |
| 10.60% <small>*Applied Rate Sterling</small> | 11.13% <small>*Compound Annual Rate (CAR) Sterling</small> |

*Interest Paid Gross—Applied Rate—Compound Annual Rate (CAR). Interest rates may vary—rates quoted correct at time of going to press, subject to minimum balance being retained.

Bank of Scotland was constituted in Edinburgh by Act of Scots Parliament in 1826. Bank of Scotland (Jersey) Bank (gold) was established and incorporated on 29th February 1988 with £500.0 million. Bank of Scotland (Jersey) Ltd was incorporated and is wholly owned subsidiary of Bank of Scotland. The gold of capital and reserves of Bank of Scotland (Jersey) Ltd, as at 31st December 1987, were £12 million. Copies of the Annual Report and Accounts of Bank of Scotland and of its subsidiary Company, Bank of Scotland (Jersey) Ltd are available from Bank of Scotland, PO Box 588, 4 Don Road, St Helier, Jersey or from Bank of Scotland, Head Office, The Mound, Edinburgh EH1 1YZ.

To Bank of Scotland Money Market Accounts Centre,
4 Don Road, St Helier, Jersey.

I/We wish to open a Money Market Cheque Account.
I/We are aged 20 or over (Please complete in BLOCK CAPITALS).

FULL NAME(S) _____

ADDRESS _____

SIGNATURE(S) _____ Date _____

For joint accounts all parties must sign the application but only one signature will be required on cheques.

I/We enclose my/our cheque for £ _____ (minimum £2,500) made payable to Bank of Scotland.

I/We enclose my/our cheque for US\$ _____ (minimum US\$5000) made payable to Bank of Scotland (Jersey) Ltd.

Should the cheque not be drawn on your own Bank Account, please give details of your bankers.

MY/OUR BANKERS ARE _____ BANK _____

BRANCH _____

ACCOUNT NO _____

BANK OF SCOTLAND
A FRIEND FOR LIFE

OVERSEAS NEWS

Priming the ski slopes in Pakistan

Christina Lamb looks at the 26-year build-up towards rapid descent

HERE can be few places in the world where lovers of the downhill ski-slope can take a rickshaw to the piste, or, for that matter, go by donkey.

Not that many skiers—sticks, boots and all—would want to reach the slopes that way. Pakistan's first ski resort, which should be up and running by the end of this year, will have more traditional forms of ski transport too.

It is thanks to an Austrian ambassador, desperately missing the slopes of home, that the ski resort, in the far north of the country, has come into being, albeit after 26 years and innumerable problems since the idea was first mooted.

In 1962, travelling around Pakistan's Swat Valley by foot and horseback, the ski-crazy diplomat came across a place he declared the equal of any skiing location in his home country, and offered Austrian assistance to turn the place into a winter wonderland.

At first sight, the ambassador's assessment was not far wrong.

The newly-constructed hotel may look a little austere and the resort a little inaccessible (six hours drive from Islamabad or a short flight and helicopter jaunt), but the setting is perfect.

It is at an elevation of 3,000 metres and under 4 metres of snow in winter.

Locals say that Malam Jabba, nestled in a cordon of pine-clad mountains, welcomes visitors with garlands of cloud.

The ambassador had not, however, reckoned with Pakistani bureaucracy, nor with all the practical difficulties that lay ahead. Austria agreed to provide technical assistance, free skiing equipment, and a large loan for importing chairlift machinery and hotel installations from Austria.

It sounds simple. But, as many investors in Pakistan have found, the problems are—and were—manifold.

Large bureaucratic machinery, among other things, means vast quantities of paperwork have to be worked through; in addition to the difficulties getting goods through Pakistani customs.

The country's lack of infrastructure meant everything had to be constructed from

scratch, including a road to the site.

The Government has introduced tax free incentives in many undeveloped areas to encourage investment but this is often small compensation for the immense costs in time and money of arranging facilities such as water, roads and power.

When the suggestion to introduce skiing to Pakistan arose, tourism came under the ministry of aviation.

The ministry approved a scheme in 1965 at an estimated cost of 9.5m rupees with a foreign exchange component of Rs3.5m. War broke out with India shortly afterwards, and the funding was held up.

In 1962, a ski-crazy diplomat travelling Pakistan's Swat Valley by foot and horseback, came across a place he declared the equal of any skiing location in his home country of Austria. His vision of a winter wonderland eventually came true.

The years until 1974 were spent building a road and arranging water and power supplies. By this time the cost of the project had jumped five-fold.

It was 1976 before Austria formalised the loan agreement for \$4.7m (\$4.7m) with the delay caused by Indian allegations that Pakistan wanted the resort to train their army to fight in mountainous terrain such as the disputed area of Kashmir.

After the coup in Pakistan in 1977, tourism shifted from one ministry to another, visiting commerce and even minority affairs before ending up with sports and culture.

In 1980, a company called Malam Jabba Resort was set up in Karachi (more than 1,000 miles away from the proposed resort) by Pakistan Services Ltd (PSL), then a subsidiary of the Government-owned Pakistan International Airlines, and now owned by the Intercontinental group.

Work finally began on an 80-room hotel with swimming pool, sauna, skating rink and chalet.

After two years, PSL realised that the project would require almost twice the \$4.7m sanctioned, and decided to reduce the scope of the project drastically, constructing only a chalet and a single storey restaurant.

However, a five-floor structure was already in place. The contractor, who had quoted rates on the basis of 80 rooms, quit, to be joined two years later by the architect.

The ministry of tourism, fearing that the project was getting out of hand, took on the project itself, and the ministry's joint secretary became managing director.

By this time the Austrians were becoming impatient. Ten years had gone by without a penny of their loan being used.

When Mr Shakil Ahmed took over as joint secretary at the tourism ministry in 1986 his reaction on seeing the site was

complete horror. "After 24 years there was nothing but an empty shell."

Most of 1986 was spent demolishing previous work. The idea of a basement swimming pool was abandoned, and it was decided a three storey hotel would be created.

Mr Ahmed has spent much of the past two years suffering from what he calls "Malam Jabba syndrome."

The chairlift equipment arrived from Austria and duly got lost at Karachi customs.

When it was released, transport proved a nightmare. Mr Ahmed believes that "even Ness did not face such problems launching his first space station."

The 15-tonne, 28-foot drive station, encased in glass, was

Under Islamisation, Pakistan is starved of Western-style entertainment facilities; both drinking and dancing are banned.

Nevertheless, Mr Ahmed believes the resort will attract many young people as well as foreign diplomats from the capital.

Skiers are unlikely to run into any crowds on the piste, nor are the slopes likely to be overrun by visiting heads of state, but at Rs20 per day (just over a dollar) for the hire of equipment and lift (free for hotel guests) there should be few complaints.



Canada

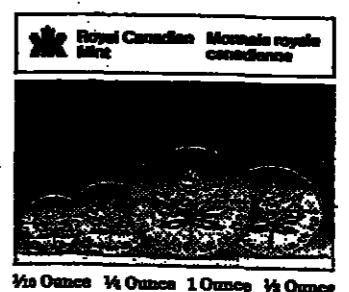


It is as liquid as it is solid.

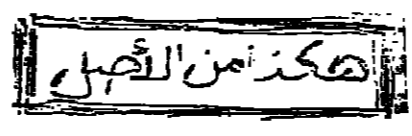
As solid as some gold appears, if it does not enjoy universal recognition, you may find yourself at a disadvantage when you try to trade it. It is important to know that your gold is as good as cash anywhere in the world where gold is traded, without a time-consuming and costly assay. As the largest-selling bullion investment coin, the Gold Maple Leaf can meet this demand. Each Gold Maple Leaf coin is 999.9/1000 fine pure gold, and is legal tender at its face value. Independent tests have even

shown that the Royal Canadian Mint gives a little gold away to guarantee each coin's minimum weight. Because of the large numbers sold, its unquestioned reputation, and the government guarantee of weight and purity control, the Gold Maple Leaf is now a standard by which other gold products are measured. When you buy Gold Maple Leaf coins, you can be sure that you can easily and discretely obtain cash for them wherever

gold is traded. Be sure to weigh the advantages of The Gold Maple Leaf—all of which add up to make it, with over 11 million ounces sold, the best-selling investment coin in the world today. And, just maybe worth even more to you than its weight in gold.



The Gold Maple Leaf. The world's gold coin standard.



WORLD TRADE NEWS

Moscow forms first joint stock trading company

By Quentin Peel in Moscow

THE SOVIET UNION has established its first joint stock trading company, Sovtrading, in an effort to boost its fledgling export drive. The operation, established by the six Soviet state banks, the Ministry of Finance, foreign trade associations and state enterprises...

Indonesia agrees barter deal with Iraq

By John Murray Brown in Jakarta

INDONESIA, in its second big countertrade deal in a month, has agreed terms with Iraq under which Baghdad will supply crude oil in exchange for various Indonesian products. The deal is worth around \$300m.

US banks back-pedal on export credits

Nancy Dunne looks at the shortfall in finance and advice hampering small businesses

US EXPORT credit, a vital component of competitiveness, has become increasingly elusive in spite of the exhortations from government officials for US companies to join an export-led economy. The commercial banks have been furiously back-peddalling from export financing on the grounds of needing to meet more stringent capital adequacy guidelines...

With the US now a debtor nation, no government expenditure can be taken for granted. Congress even cut what once would have been a paltry \$1.4m out of Eximbank's administrative budget request, putting some of its innovative small business programmes at risk. The squeeze is particularly hard on small and medium-sized companies, whose growth in this international economy is increasingly dependent on learning to export.



John Bohn: tougher times

But funding at the state level is scarce as well. Over the past three years, California has developed the largest of these schemes, providing almost \$100m in support, but for short term guarantees rather than direct loans. With demand spurred by the cheaper dollar, more than \$50m-worth of business has been signed on for this year alone. Most of the state programmes, however, are even smaller, and many are still struggling to get off the ground. In all, 27 states have passed legislation to provide some sort of credit to exporters but only 10 have programmes in place and are actively lending, insuring or guaranteeing exports.

Export Finance Assistance Centre to help small and medium-sized companies with the extensive paperwork needed to get loan guarantees from Eximbank and the Small Business Administration. A centre official said the guarantees are vital because Washington's highly conservative commercial banks, although awash in funds, require the 85-90 per cent guarantees provided for many of the relatively small transactions of the local exporters. In fiscal 1988, the centre helped secure \$9m in backing for seven deals, up from \$7m for four deals in fiscal 1987.

EC 'to apply reciprocity in financial services'

By Peter Montagnon, World Trade Editor

THE EUROPEAN Community will apply a broadly-defined reciprocity requirement when deciding whether to permit institutions from third countries to have access to its liberalised market in financial services after 1992, a senior EC trade official said in London. Seeking to allay fears in the international community that reciprocity would be used as an instrument of protectionism, Mr Horst Krenzler, EC Director-General for external relations, told a conference organised by the Royal Institute of International Affairs and the Confederation of British Industry that reciprocity would not be applied on a rigid and narrow basis.

EC's policy, especially the question of whether reciprocity yardsticks should be applied to foreign companies already operating inside the Community, were complicated and would probably have to be decided by the European Court. He said the type of reciprocity requirement adopted by the EC would be close to "national treatment" for European companies in third markets. This implies that they would be put on the same regulatory footing as local companies. For example, it would not be necessary for the US to repeal its Glass-Steagall Act in order to ensure that its own banks would be able to undertake Community-wide securities business after 1992.

Malaysian rail deal for India

THE GOVERNMENT-owned Indian Railway Construction Company has been awarded a Rupees 1bn (\$69m) contract for rehabilitation of railway tracks in Malaysia, reports K. K. Sharma from New Delhi. The contract covers rehabilitation of 327kms of railway track between Selim river and Singapore on the west coast-line of the Malaysian railway network. The work will see relaying of the entire length of the existing track by use of concrete sleepers, rail fasteners and ballast.

Hainan ventures for Thai group

THAILAND'S Jia Tai Group said it would take part in two projects involving investment of almost \$400m in China's Hainan province, Reuters reports from Peking. Jia said a subsidiary had signed a contract with Agricultural Development of Hainan to invest \$300m in a farm to breed shrimps for export, the largest such agricultural joint venture in the province, the company said. A second contract involves an investment of Yuan 85m to set up a stone polishing factory and a plant to produce 600,000 tonnes of stone materials and 800,000 tonnes of cement. The company said Jia Tai's equity investment in both projects would be about 50 per cent.

Danish group wins orders to sell cheese in France

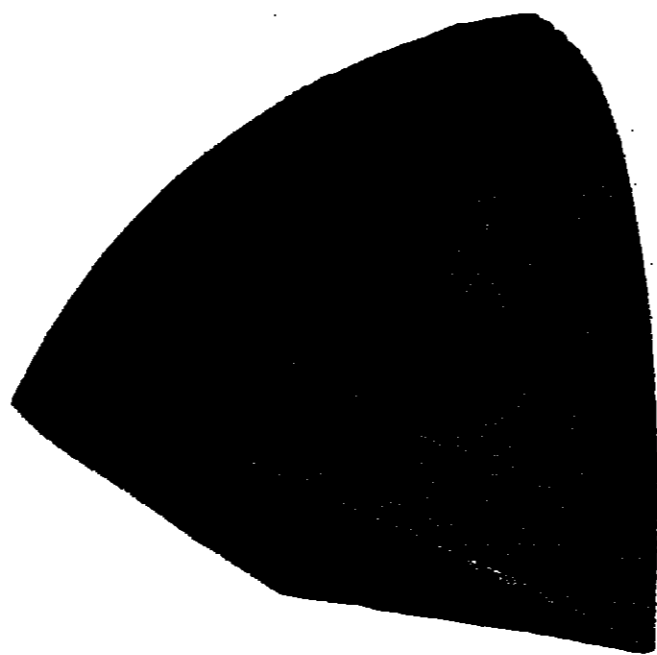
By Hilary Barnes in Copenhagen MD FOODS, the Danish dairy company, has secured two important orders to sell its cheese in France. It hopes the orders represent a breakthrough which will turn France into a market for Danish cheese ranking with Germany and Italy. The first order is for 1,000 tonnes of Danish Emmentaler from Juragruyere Grosjean and the second, from Fromagerie Charles Gervais, for 500 tonnes of assorted cheeses. MD Foods, with a turnover

of DKr11bn (\$912.5m), has recently changed its name and strategy, and decided to step up marketing under its own label. It has exported products under the Danish label rather than its own name. Denmark exported 225,000 tonnes of cheese last year, worth DKr8.5bn. Major markets were Iran 80,000 tonnes, West Germany 33,000, the UK 12,200 tonnes, Japan 11,000 tonnes and Italy 9,100 tonnes. Exports to France were a modest 638 tonnes.

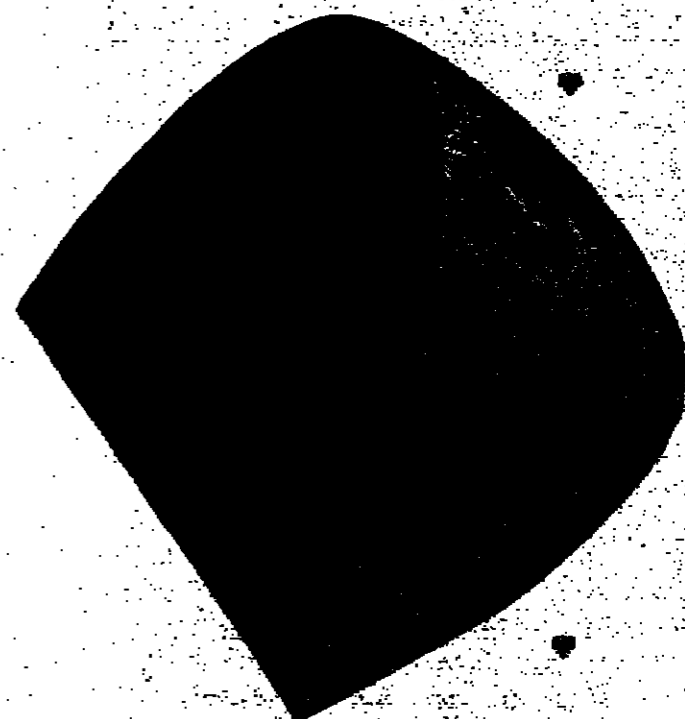


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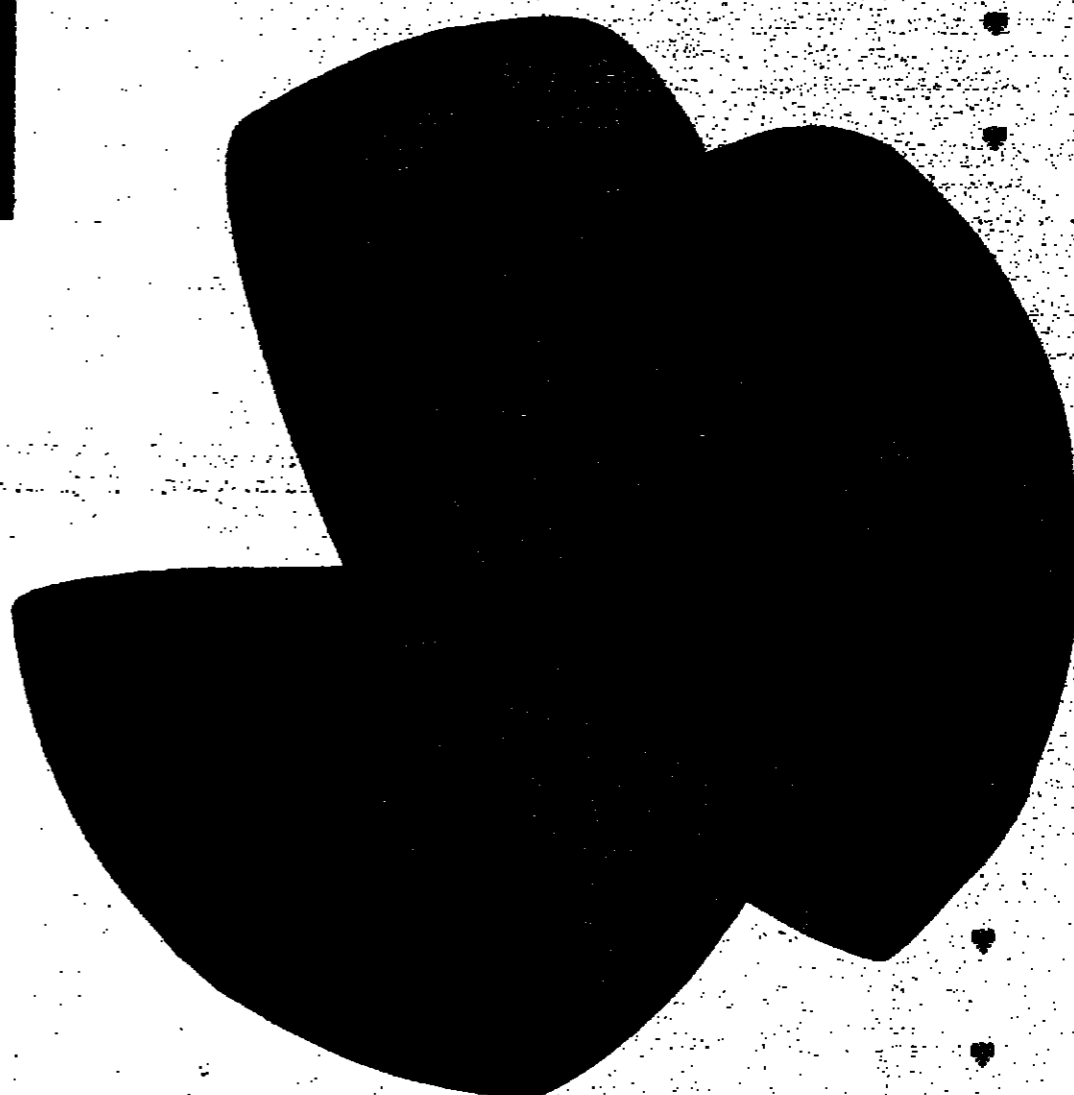
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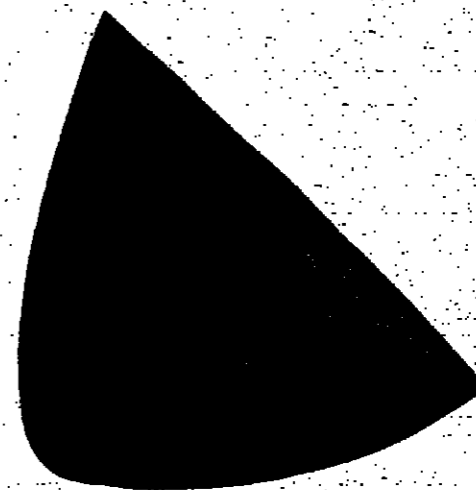
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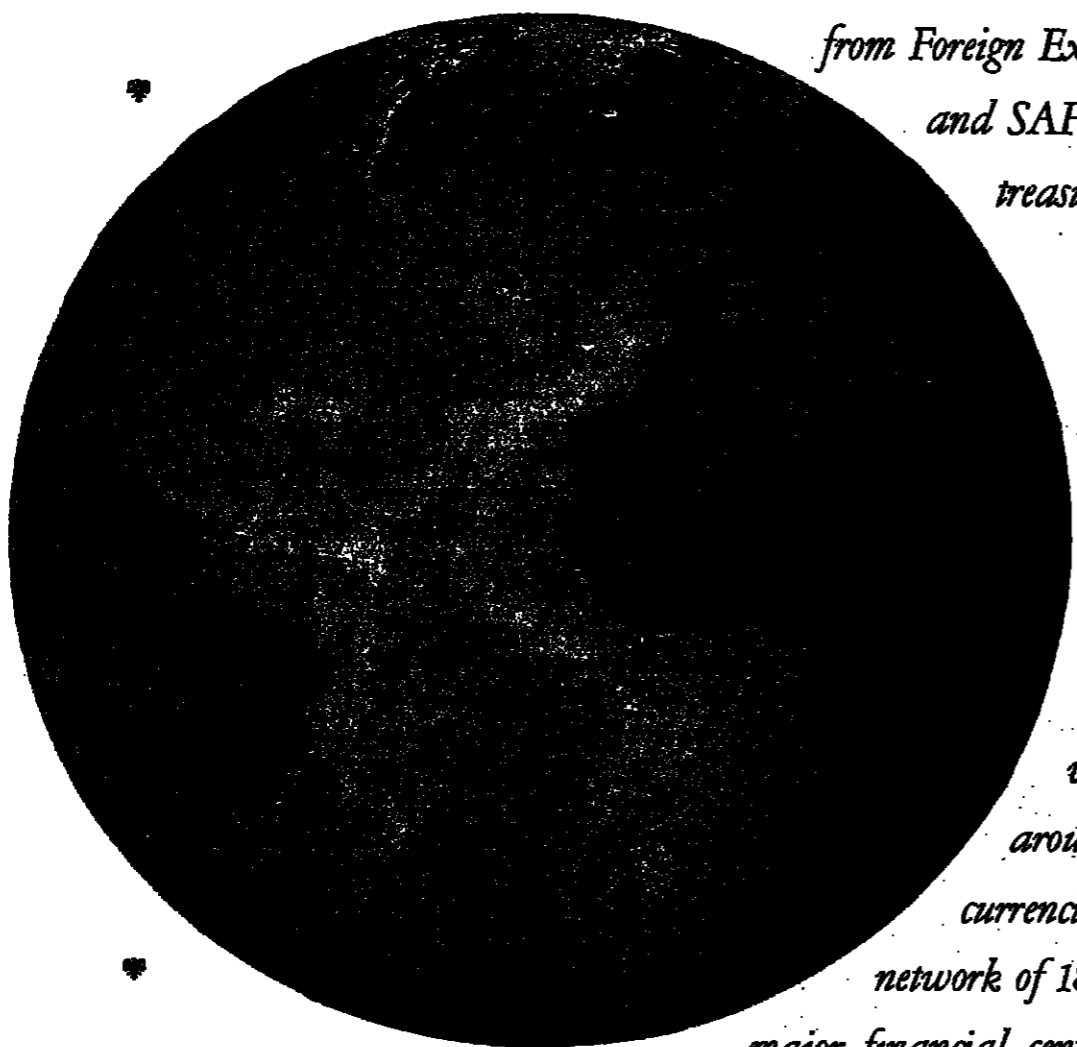
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UK NEWS

THE CONSERVATIVE PARTY AT BRIGHTON

Minister signals transport reforms

By Peter Riddell, Political Editor

TOLL ROADS and privately run rail links may be introduced in Britain as part of a wide-ranging extension of private sector involvement in previously publicly owned transport operations.

Several new private sector transport initiatives were announced yesterday by Mr Paul Channon, the Transport Secretary, on the opening day of the Conservative Party Conference in Brighton. He and other ministerial speakers sought to show that the Government was carrying forward a programme of radical change well into the 1990s.

In the unexpected highlight of the low-key day, Mr Channon said he wanted to see private sector involvement in both rail links and in roads. He confirmed that he was examining the whole of British Rail's future to see whether privatisation was the way ahead.

"Although we cannot do it in this parliament, I have set work in hand to study the options because before we make any decision about whether to privatise, we need to be clear about how best to do it."

He was "determined to keep the Department of Transport in

the forefront of the Conservative Party's drive to remove the dead hand of the state."

In detail, he announced that British Rail would shortly be issuing an invitation to private companies to build, or even own, the new high-speed rail link from the Channel Tunnel to London.

He said that the project could now come forward more rapidly than it might otherwise and there was even the chance of scope from private sector rail services to compete with British Rail, affecting commuter services in Kent.

Discussing the role of the private sector in roads, Mr Channon emphasised existing involvement, generally in association with commercial development. But he wanted to go further in creating a private as well as a public sector in roads.

He asked why politicians should be the only people to decide the kind of roads that were needed.

"I've already had talks with the construction industry and the banks and I shall soon be publishing my ideas on the opportunities and how to go about grasping them," he added.

Later he told reporters that

he could not rule out tolls being charged which might well be inevitable as a way of paying for such projects, as has already occurred with road bridges and tunnels.

Mr Channon's announcement was last night welcomed by the Confederation of British Industry but was strongly attacked by the Royal Automobile Club for motorists.

His remarks reflect his desire to raise not only his department's political profile but his own. Fellow MPs argued that the adoption of a radical transport programme might attract the support of Mrs Margaret Thatcher, Prime Minister, and ensure his survival in a future reshuffle.

Otherwise, the common theme on the first day of the conference was that with the opposition parties in disarray only the Conservatives had the competence and capacity to govern. Mr Peter Brooke, the Conservative party chairman, claimed in his key note address that some two-thirds of the pledges in the June 1987 party manifesto had already been fulfilled in the first year of this parliament.

The same point was taken up by Mr Michael Heseltine,

the former cabinet minister, at a fringe meeting. In a speech urging a closer public and private sector co-operation on the environment and in the cities, he said that the past few weeks had confirmed that the Conservatives "will be re-elected at the next general election. The ideas, the policies, the programmes that will take Britain to the next century will be ours."

Minister after minister yesterday sought to ridicule Labour after its conference last week, particularly over the criticisms of the party leadership by Mr Ron Todd of the transport workers. His name was mentioned at least 16 times by ministers, including 10 times by Mr Brooke alone. Indeed Mr Todd has now replaced Mr Arthur Scargill of the miners in the Tories' lists of demons to frighten voters.

Behind the scenes talks continued yesterday between Mr John Major, the chief secretary to the Treasury and other ministers over next year's spending plans. The signs last night were that the excess bids were being whittled down but that there were some troublesome departments.

Party faithful brave a ring of steel to reach Grand island

By Charles Hodgson

SIR IAN McLeod, the Conservative conference chairman, ensured himself a personal exclusion zone from all those of superstitious disposition when he announced at the eve-of-conference press briefing that Brighton was "the safest place in England."

Sir Ian may well be right — the Brighton to which the Conservatives return for the first time since the IRA bombing four years ago certainly looks like the safest place in England. But, as Mr Roger Birch, the Sussex police chief masterminding the 24-hour security operation in fond of pointing out, there is no such thing as total security.

Barricaded behind that caveat, Mr Birch has set out to get as close to disproving the maxim as possible. About 1,500 police officers have been drafted onto the streets, backed by Special Branch and army bomb disposal teams.

Armed police keep binoculars and video watch from rooftops. Cars are subjected to random checks. Overhead, a three-and-a-half-mile air exclusion zone has been declared, patrolled by a helicopter. Bobbing offshore, the minesweeper Nurton guards sea access, backed by units from the Special Boat Squadron.

At the centre of the operation, codenamed Radcot, lies

the aptly-nicknamed "island site" comprising the renovated Grand Hotel, where Mrs Margaret Thatcher and her Cabinet are again staying, and the conference centre.

The island is ringed with steel crowd barriers and about 100 two-ton concrete blocks, designed to deter a Beirut-style car bomb attack.

Anyone seeking entry to the island must go through repeated visual, manual and electronic checks. Computer-coded photo passes are scrutinised by about six pairs of eyes before metal detectors and X-ray machines survey baggage.

Once through this, there is an embarrassingly thorough body search (gender-matched) followed by a check of palms and pockets with an explosives sniffer.

People foolish enough to leave the island, subjecting themselves to a repeat performance, are urged by police to remove their passes.

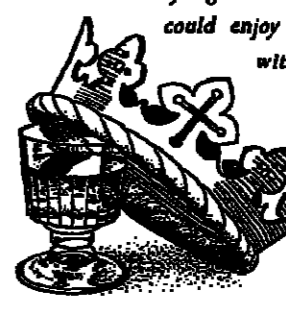
The security is being enforced in a firm but friendly manner. At access points to the conference centre, guards ask if you object to a close body search. When questioned about the reaction to anyone answering "Yes", one guard replied with a wry smile: "We take you into the little room and do it properly."

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Ian Smith tugs at Tories' sentimental heartstrings

THERE CAN be few venues these days where Mr Ian Smith, the former Prime Minister of Rhodesia, can be assured of a rapturous reception just for turning up. There can be even fewer where one of the last standard-bearers of white minority rule in southern Africa can emerge as a comparative moderate when compared with his audience, Charles Hodgson writes.

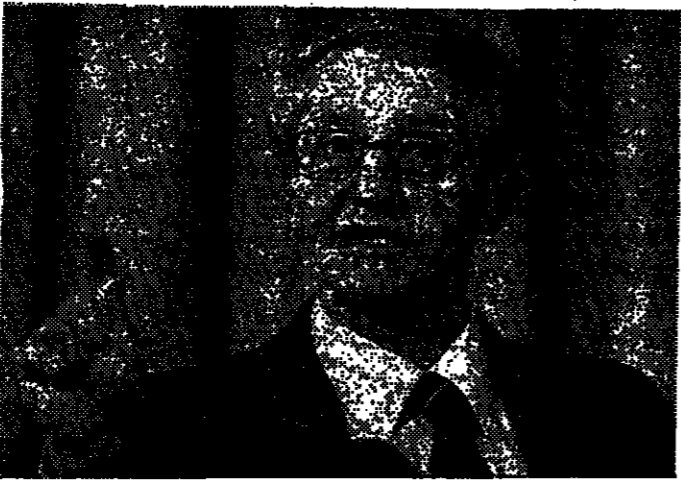
One such venue was a fringe meeting yesterday at the Conservative party conference in Brighton organised by Freedom in Sport International, headed by Lord Chalfont, and the Tory backbench sports committee.

Mr Smith and his audience were officially there to press the case for a resumption of sporting links with South Africa, but the underlying message was set by Mr John Carlisle, one of the most vocal sympathisers with the Pretoria government in the House of Commons, who said the organisers contained many who were "unashamedly pro-South African" as well.

Many in the audience appeared to have turned up simply to pay homage to Mr Smith who, Mr Carlisle said, had been "sold down the river" by the British Government and who should by rights still be leading his country "under the old name of Rhodesia."

In a speech frequently interrupted by applause and cries of agreement, Mr Smith spelled out his belief that politicians were manipulating the world's sportsmen and women for their own malevolent ends.

He dismissed the Commonwealth nations' Gleneagles agreement, bearing sporting links with South Africa, as violating the human rights of sportsmen and urged them to



Ian Smith yesterday. A meeting at the fringe

challenge it in the courts.

In a pastel painted ballroom where Paganini once played, Mr Smith tugged at the heart strings over the plight of Zola Budd, whose treatment had prompted from him a traditional Tory response — a letter to the newspapers — and resulted in his invitation to Brighton.

Arguing that those countries which condemned South Africa should face examination of their own human rights records, Mr Smith declared: "Racial discrimination is wrong. But it fades into insignificance alongside the violence of human rights all over the world."

In a league table of offenders, South Africa would figure only halfway up, he said. He called on the "silent majority" who, he believed, opposed the ban on sporting links with South Africa, to unite and counter the propaganda of the anti-apartheid movement.

There was no apartheid on

the playing fields of South Africa, he said, thanks partly to those sportsmen who had defied their governments' edicts and visited the country.

Mr Smith then turned to his "deep concern" over the mounting campaign for sanctions against Pretoria.

He said he was appalled by the ignorance of the pro-sanctions lobby and described the potentially "devastating" impact on Zimbabwe and other front-line states, not to mention the 2m migrant workers and the poor in South Africa.

Broadening his attack, he blamed the pro-sanctions lobby to starry-eyed do-gooders whose aid policies were responsible for a disaster of flood and famine in sub-Saharan Africa.

Mr Smith then returned to his text for the day, taken from a United Nations Charter: "Thou shalt not interfere in the internal affairs of another country" and accused the sanctions supporters of driving South Africa to the right.

EC 'turns corner' on reform of farm policy

By John Mason

THE EUROPEAN Community has turned the corner on reforming the Common Agricultural Policy (CAP) and reducing food mountains, Mr John MacGregor, the Agriculture Minister, said.

In a debate on agriculture, he said agreements reached at February's European summit on spending ceilings, budget discipline and stabilisers were now working.

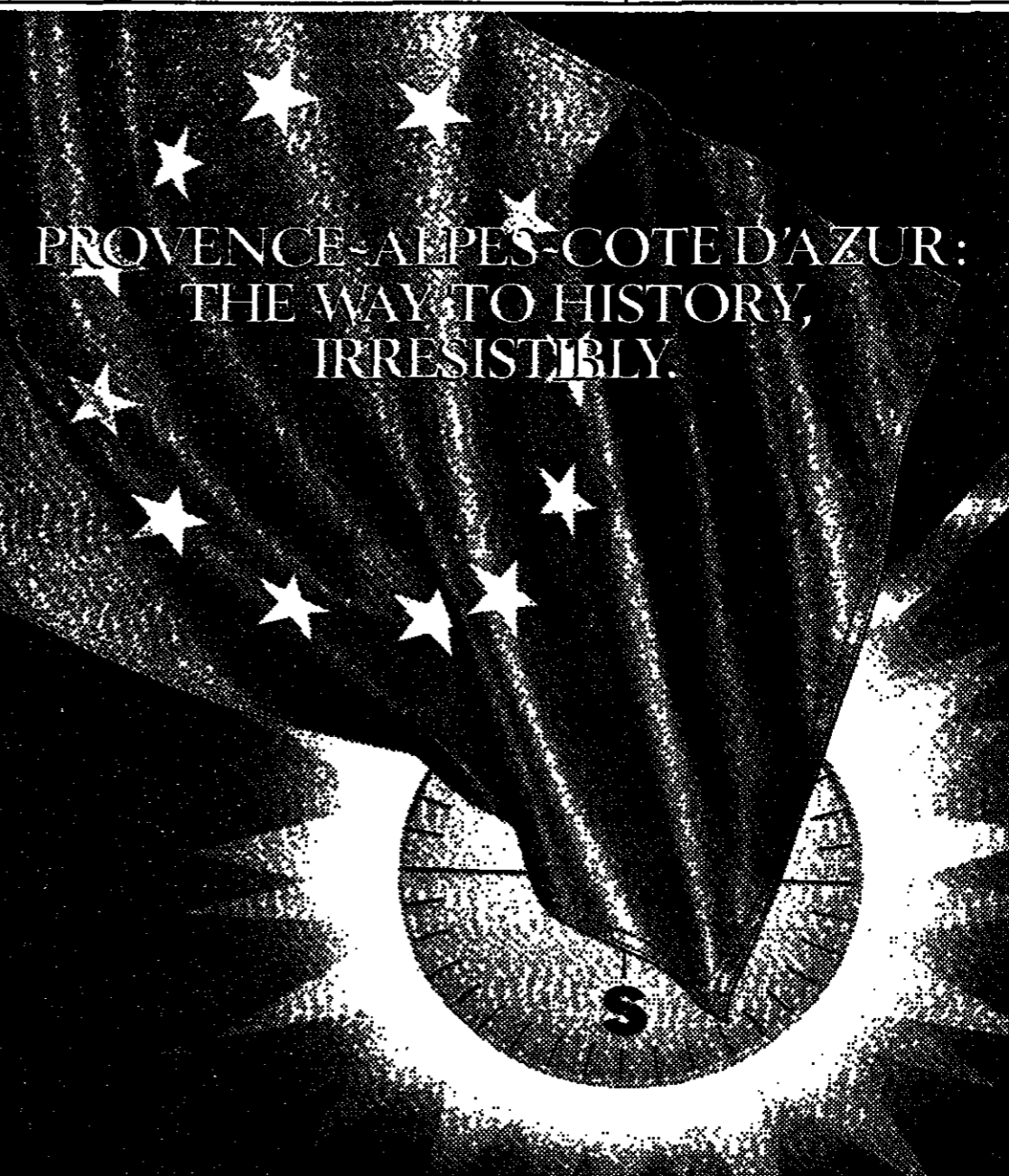
The UK butter mountain was down 74 per cent over two years, cereal stocks down 66 per cent and the skimmed milk powder mountain had almost vanished.

"We are successfully tackling the problem. The situation has changed. The surpluses are being brought under control," he said. The cost of CAP to the UK taxpayer would be cut by about 60 per cent over the next four years, he said.

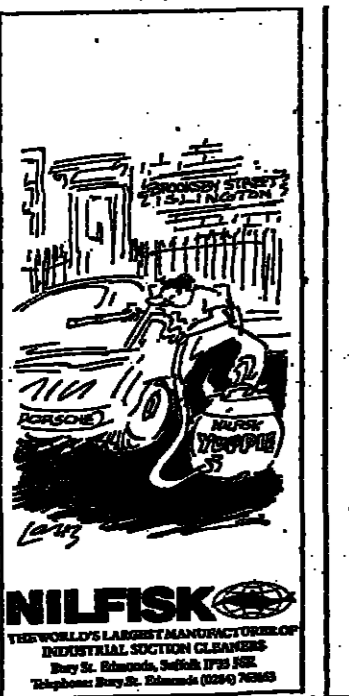
But Mr MacGregor said more work was needed to reduce subsidies, particularly on produce from Mediterranean countries. "The disciplines of the marketplace need to be brought into greater play," he said.

The Minister said Britain was preparing for the single market by working towards the elimination of import subsidies (monetary compensatory amounts) and devaluations of the green pound.

"Our farmers must not be put at a competitive disadvantage with those in other Community countries and in every single way possible I seek to achieve that aim."



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Modest intervention by Bank holds sterling in check

By Ralph Atkins, Economics Staff

THE BANK of England intervened on foreign exchange markets yesterday to curb a rise in sterling as the Treasury sought to play down weekend comments on interest rates by Mr Nigel Lawson, the Chancellor of the Exchequer.

The Bank's activity succeeded in knocking the pound off the day's highs.

In busy London trading it was a cent higher against the dollar at one point, but ended just under half a cent up on the previous close. Against the D-Mark the pound ended a quarter of a penny higher at DM2.18.

Analysts described the intervention as modest. It appeared

designed to smooth, rather than reverse, the pound's rise. Sterling's rise was underpinned by remarks by Mr Lawson in a television interview on Sunday about the likely response to a run on sterling.

His comments encouraged speculation that the monetary authorities would act swiftly to check any significant weakening in the pound and that the currency would continue to be supported by high interest rates.

The Treasury, which appeared uneasy with the market's response to Mr Lawson's interview, said his remarks were in line with previous comments.

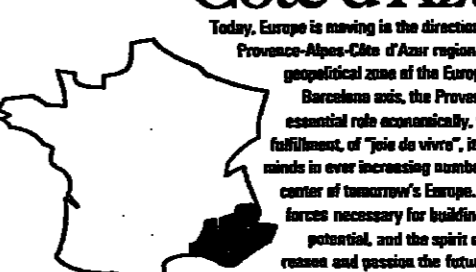
Sterling has remained robust in spite of two months' figures showing record UK current account deficits.

Yesterday it also benefited from dollar weakness ahead of US trade figures released on Thursday.

In the UK equity market, the pound's strength encouraged some selling. The FT-SE 100 share index closed down 5.8 points at 1888.3.

In London, the pound ended at DM3.18 compared with DM3.1775 at the previous close and at \$1.7170 against \$1.7125. The Bank of England's sterling trade weighted index was 0.1 higher at 75.4.

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UK NEWS

Buyouts hit record high in 1987

By Joel Kibezo

MANAGEMENT buyouts in the UK reached records in terms of both value and numbers in 1987 despite the October stock market crash, said a report published yesterday. The report, published by the Centre for Management Buy-Out Research at Nottingham University, shows there were 325 management buyouts in 1987, 17 more than in 1986. The value of these transactions was £3,188m, compared with £1,977m, the previous year. Dr Mike Wright, co-author of the report said: "The October crash clearly dented confidence. However, the fall in stock market prices brought to prospective buyout teams the benefit of no longer being outbid by the market, and this has resulted in a noticeable strengthening of activity."

The report shows that despite a fall in the number of buyouts in the first half of 1988 - 150 deals completed against 160 in the same period last year - the value of the deals concluded so far this year is 80 per cent higher than in the first six months of 1987. The writers expect the final figure for 1988 to exceed the £3.2bn mark achieved in 1987. The report says in 1987 and 1988, larger buyouts have come to dominate the market. Eighty per cent of the value of buyouts in 1987 carried a price tag of £25m or more. This is double the percentage recorded the previous year. The larger buyouts were likely to be from foreign parent companies, companies going

private, and from the government - 11 per cent of buyouts in 1987 were from state enterprises. It has also become more common for vendors of larger buyouts to retain equity stakes. The average size of buyouts has also increased. In the first half of this year, the figure stood at £12.2m, exceeding the £10m figure for the first time. The report cites increasing evidence of buyouts of companies listed on the stock market such as those of the Drexel Group, which is now completed, and the Virgin group buyout which is underway. In contrast, 24 management buyouts were floated in 1987. Although this was down on the 1986 figure, there was a recovery in the first half of this

year, when the number of buyouts being floated reached 24, two more than in the corresponding period of 1987. The report also says management buy-ins are on the increase. A total of 45 buy-ins have been completed so far this year. The report notes the increasing interest in UK buyouts by British banks and US entrants to the market, which has resulted in a higher level of funds being made available and growing interest in more highly-leveraged transactions. UK Management Buy-Outs 1988. Centre for Management Buy-Out Research. Spicer & Oppenheim, Friary Court, 65 Crutched Friars, London EC3N 2NP. £50.

Politicians invited to review of Anglo-Irish Agreement

By Our Belfast Correspondent

MR TOM KING, Northern Ireland Secretary, yesterday formally invited Ulster politicians to participate in next month's review of the Anglo-Irish Agreement.

Mr King said he hoped that those who in the past had complained about lack of consultation would play an active role in the review process.

Mr King added: "I would be very concerned if there was any such lack of consultation at this review time."

The review will cover the mechanics of the agree-

ment - which gives Dublin a say in the affairs of the North - and assess the workings of the Belfast Secretariat which provides an administrative service for the inter-governmental Conference.

The British and Irish Governments are committed to participating in the review and Mr King said that he would examine the views of all interested groups and individuals.

Unionists have consistently demanded the suspension of the agreement and the secretariat before getting involved in talks on political progress.

The Rev Martin Smyth, South Belfast Ulster Unionist MP, said Mr King's invitation would have to be carefully studied although he said he had some initial misgivings.

Mr Smyth said it appeared that Mr King was narrowing down the terms of the review and appeared to rule out the total replacement of the agreement.

He said that in the past Unionists had put forward their views but there was little evidence of the Government taking heed of them.

Travel agents urged to boycott P&O

By Jimmy Burns

THE TRADES Union Congress, the union federation, is urging Britain's 7,500 travel agents and tour operators to support the National Union of Seamen's dispute with P&O European Ferries by boycotting all bookings with the company.

In a letter published today, Mr Norman Willis, TUC general secretary, emphasises the importance of maintaining safety standards on the busy cross-channel routes and challenges P&O's insistence that its ships are safe.

Mr Willis states: "P&O insists that its Dover ships are safe. The NUS thinks otherwise... I ask you to consider the kind of working conditions which P&O is imposing and decide for yourself whether they are reasonable and generate confidence."

TUC officials claimed there were "technical difficulties" in drawing up a list of all the travel agents and tour operators which delayed the move, which the NUS called for several weeks ago during the summer holidays.

Interim figures released by P&O last month showed that the six-month seamen's strike which began in February this year over cross-channel ferry manning arrangements, cost the company £25m.

Firm water regulation pledged

By John Hunt, Environment Correspondent

THE WATER industry will be firmly regulated once it is privatised, Mr Michael Howard, Minister of State for the Environment, promised yesterday.

Speaking at the opening of the National Water Conference in London, he said: "We must be clear that replacing state control by private ownership does not mean abandoning regulation."

It was vital to the national interest that the 16 water authorities should be subject to proper regulation of service levels and pricing when they were sold next year.

Mr Gordon Jones, chairman of the Water Authorities Association, said that concern over water charges must be balanced by the need for the industry to make a fair return on assets in order to attract

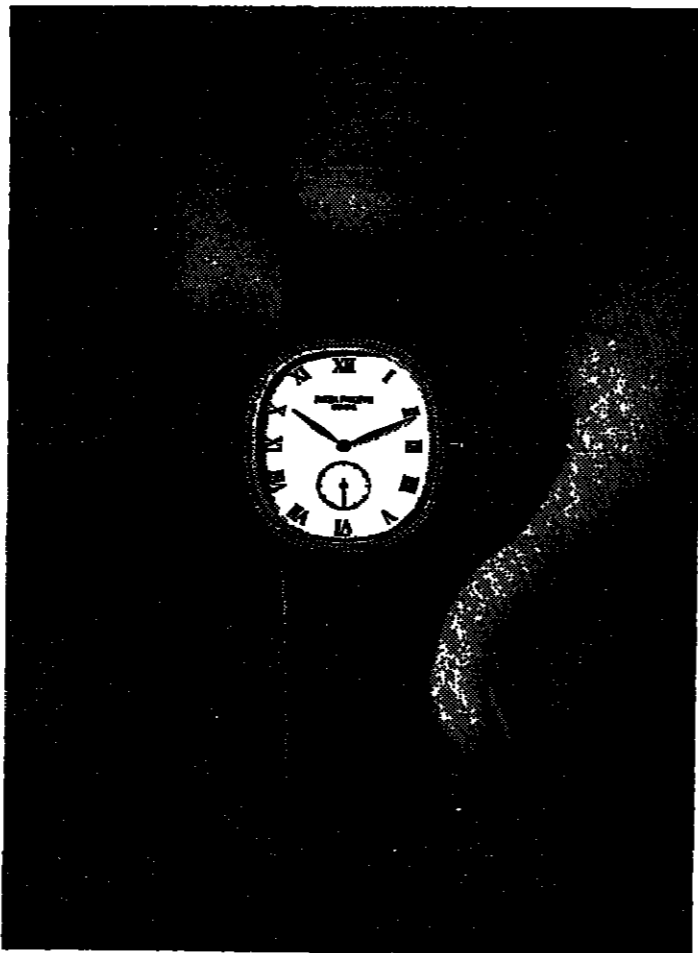
shareholders.

"I well understand the fears that many people have about abuse of a monopoly situation by a private company," he said. "I equally understand the Government's determination to ensure that this does not take place."

Sufficient regard had to be given, however, to the environment and the long-term interests of prospective investors.

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UK NEWS

Ombudsman may decide Clowes compensation

By Peter Riddell, Political Editor

THE OMBUDSMAN is likely to be called in to decide whether compensation should be paid to investors who have lost money as a result of the collapse of the Barlow Clowes investment group.

Sir Anthony Sargant, formally known as the Parliamentary Commissioner for Administration, has the responsibility for investigating cases of maladministration in central government and of recommending whether, and how much, recompense should be paid if mistakes are found. His inquiries are triggered by complaints from MPs which are likely in the Barlow Clowes case.

There is a precedent for the Ombudsman to investigate the Barlow Clowes affair in a report published in July 1988. This led to compensation being paid to an investor after an inquiry into the handling by the Department of Trade and Industry of the licensing of a deposit taker.

The involvement of the Ombudsman is now increasingly likely because the investigation by Sir Godfrey Le

Queuse into the Government's handling of the collapse of Barlow Clowes will cover only the facts and will not make any recommendations.

Lord Young, the Trade and Industry Secretary, confirmed yesterday that Sir Godfrey's report would be published on Thursday October 20, the day after the House of Commons returns from its summer recess.

He was speaking to reporters after the Trade and Industry debate at the Conservative Party Conference in Brighton when the subject was not raised despite intensive lobbying of those attending by the Barlow Clowes Investors Group. Its leaflet argued that nine years of Conservative government were at stake and that Sir Godfrey's report was largely irrelevant to the real questions behind the collapse.

Speaking yesterday Lord Young said that Sir Godfrey's report would be one of the most open and frank ever conducted into the affairs of government.

There has been no decision yet on whether to offer com-

ensation either to investors in the UK fund or in the Gibraltar-based fund. Ministers say that no proposals have been put up.

Consequently, the involvement of the Ombudsman would represent a convenient method of deciding whether compensation should be offered without establishing any general precedents or legal liability of the Government.

The Treasury is believed to be reluctant to agree to compensation because of the possible precedent, although Mrs Margaret Thatcher, the Prime Minister, is said to be more sympathetic to the plight of the investors and determined to establish what happened.

The expectation is that Sir Godfrey's report will not identify any individual civil servants for blame but will spotlight mistakes made at various stages in the history of Barlow Clowes.

Sir Godfrey's report was received by Lord Young a month ago. On its publication he is likely to make a full statement in the House of Lords, with a parallel one in the Commons.

Relatives of rail fire victims may prosecute privately

By Kevin Brown, Transport Correspondent

A LONDON inquest jury yesterday returned verdicts of accidental death on all 31 victims of the King's Cross Underground station fire in November last year.

The verdicts brought protests from relatives of the dead, one of whom said the inquest had been "a total farce". A private prosecution may now be considered against London Regional Transport, which operates the Underground.

The jury had been directed by Dr Douglas Chambers, the St Pancras Coroner, that verdicts of unlawful killing should be avoided.

The coroner's ruling followed a submission by Mr Matthew Scott, counsel for the bereaved, that there was "partial and incomplete evidence" of gross negligence.

Mr Scott said: "If members of the jury believe there is a suspicion of gross negligence by one or more people, it should be open to the jury to return a verdict of unlawful killing. If they are satisfied that they haven't heard enough evidence to return a verdict of unlawful killing, it should be open to them to record an open verdict."

However, Dr Chambers directed the jury that there was "no place for a verdict of unlawful killing - it is not that sort of court."

He said an open verdict should be avoided if possible, but a verdict of accidental death could be returned "with no hesitation whatsoever."

Dr Chambers said he was "frustrated" in this by the decision of the Crown Prosecution Service, who are well aware of the facts in relation to these deaths.

Mr Ian Walker, the solicitor acting for the bereaved, said the relatives were "very much less than happy." Some were considering whether to bring a private prosecution against LRT.

"They came here to find out what happened to their loved ones and they find that many questions remain to be answered. They came here to find out the facts and that is not what has happened," he said.

Mrs Mary Groombridge, whose widowed mother died in the blaze, said: "I am very, very angry, as we all are. We came here expecting to find out what happened to our relatives and they seem to have been a side issue."

Mrs Groombridge said the inquest had been "a total farce. We came here expecting one thing and it has been something totally different."

Miss Sophie Tarasenko, whose rock-musician brother Ivan died in the blaze, said: "I was pretty angry before, but I am feeling very, very angry now. This is a complete travesty of the truth."

"We came here to find out how our relatives died and what happened to them and they were only ever really mentioned as a broad list."

"The rest of the time was spent patting people on the back and saying what a good job they did. London Regional Transport has been let off very lightly indeed."

"They are quite well aware that we can't really afford a private prosecution but we are going to look into every possible means of seeing that the truth does come out and that there is justice."

Top car audio group plans new plant following Peugeot deal

By Kevin Done, Motor Industry Correspondent

CLARION of Japan, world's largest volume manufacturer of car audio equipment, plans to build a plant in Swindon - the seventh components group to set up a new UK factory to cater for a rise in production at Peugeot Talbot, UK subsidiary of Peugeot of France.

More than 1,500 new jobs have been created in the UK automotive components industry due to the doubling of car production at the Peugeot Talbot assembly plant at Byton, in the Midlands, earlier this year.

Mr Tadahiro Kitajima, managing director of Clarion Shoji (UK), a wholly-owned Clarion subsidiary said that the company decided to set up the plant after winning a supply contract with Peugeot and because of pressure from British vehicle assemblers for local UK content.

Clarion, which produces around 6m car audio sets a year giving it a share of more than 20 per cent of the world market, said it would open its UK assembly operation next year.

Mr Kitajima said the company would at first assemble around 120,000 units a year in the UK, with pilot production beginning in March.

The company would invest around £1m in the plant, employ about 50 people and reach a local content level of 45 per cent after two or three years.

Clarion will replace Philips, the Dutch electronics group, which supplies Peugeot Talbot from a plant in Singapore.

Clarion, which has an annual turnover of some £300m, has expanded quickly outside Japan in the last 10 years and has established plants in Malaysia, the US, Mexico, and France.

Much of European car audio manufacturing has been moved to the Far East in recent years, and Clarion claimed yesterday it would be the only UK-based car audio manufacturer.

Mr Geoffrey Whalen, chief executive of Peugeot Talbot, said the UK was increasingly regarded as a favourable manufacturing location.

Peugeot introduced a second shift in April to raise output to 2,200 cars a week from the previous single shift level of 1,100 a week.

Mr Whalen said that 3,000 jobs had been created at supplier companies during the last two years, of which 1,500 had come in the last five months due to the move to double shift production.

The six other companies which have set up plants are: Plastic Omnium of France with a plant in Telford, Shropshire; Valeo of France with two plants at Redditch, Staffordshire; Autoliv of Sweden in Feltham, Essex; British Vita in Manchester; Harrison & Jones in Liverpool; and Cablento of France in Worksop, Nottinghamshire.

Hyundai challenges Ford and GM

By John Griffiths

THE FIRST executive car to be produced by Hyundai of South Korea will make its world debut at next week's UK motor show in Birmingham.

The car, called the Sonata, is seen by Hyundai and its separately-owned UK importer, International Motors, as a rival to vehicles such as Ford's Granada and Vauxhall's Carlton, but several thousand pounds cheaper.

Prices have yet to be decided, but an International Motors spokesman said last night that it was hoped to offer several versions at below £10,000. The cheapest Granada costs £12,000.

The cars have fuel-injected engines of 1.8, 2 and 2.4 litres, with electric windows and mirrors as standard.

Hyundai Cars Distributors (UK), the International Motors subsidiary which distributes Hyundais in the UK, is to test public reaction to the cars at the show before making final choices about specifications or predicting sales volumes.

"At the moment it looks like anything between 500 and 2,000", said the spokesman.

N Sea oil platform approved

By Maurice Samuelson

BP PETROLEUM Development yesterday became the first oil company to win approval for a new manned oil and gas platform in the North Sea since the Piper Alpha disaster in July which claimed 167 lives.

The platform is the centrepiece of a £1.15bn project to develop the Miller field in the Central North Sea. It includes the cost of a pipeline for delivering gas which will be burned in Peterhead power station, on the east coast of Scotland.

The platform, to be erected on a 17,000-tonne steel jacket in 100 metres of water, will be manned by a crew of 200.

To minimise risks of fire and explosions, the accommodation module and control room will be situated as far as possible from the hazardous areas of the drilling and wellhead modules, and isolated by fire-walls from the process modules.

Some 3,700 jobs will be created at the peak of the onshore stage of the project. About 1,200 personnel will be required during the offshore installation and hook-up phase.

Oil production is expected to start around the end of 1991 and gas production will be sold to the North of Scotland Hydro-Electric Board.

The introduction of gas at the oil-fired Peterhead station marks a significant change in UK energy policy.

Police yesterday began searching for bodies on the first accommodation module of the Piper Alpha platform which was raised to the surface of the North Sea early in the morning.

The main accommodation module, thought to contain several corpses, is not expected to be raised until later this week.

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FINANCIAL TIMES CONFERENCES

EUROPEAN BUSINESS FORUM - 1988 AND AFTER
 Rome, 1 & 2 December 1988

This biennial conference has become one of the most successful events on the Financial Times' calendar. This is the Monnet Centenary year as well as that of the Financial Times' and Valéry Giscard d'Estaing, the former French President, has accepted the invitation of the Financial Times to deliver the Jean Monnet Memorial lecture which will be the main feature of the second afternoon of the forum. Giovanni Agnelli, Carlo De Benedetti and Romano Prodi will be among the leading Italian speakers and the chair will be taken by Denis Healey and by Carlo Ripa di Meana, Member of the Commission of the European Communities. Other contributors include Leon Brittan, Former Secretary of State for Trade and Industry, and European Commissioner Designate and Bettino Craxi, Former Prime Minister of Italy.

MERGERS & ACQUISITIONS
 London, 8 & 9 December 1988

The pace of merger and acquisition activity is increasing as the business community prepares itself for Europe 1992. This important conference co-sponsored by Booz, Allen & Hamilton and Arthur Young and using the specialist skills of both firms, will look at a number of major deals - failures as well as successes. These will be analysed at length by a panel of commentators whose role is to open up discussion after industry leaders have spoken on the problems and opportunities they saw as they developed their bids, on the actual strategies being pursued and the results that followed. The European community and internal competition frameworks will be touched upon and the conference will include contributions by corporate finance specialists from the City and New York. Speakers include Dr Thomas Gasser, Deputy Chief Executive Officer, ABB ASEA Brown Boveri, Robert Jauch, Executive Vice President, Jacobs Suchard Management & Consulting SA, Francis Maude, UK Parliamentary Under Secretary of State for Corporate Affairs, Jeffrey Rosen, Managing Director, Wasserstein, Perrella & Co and Robert Susannah, Director, J Henry Schroder Wagg, Peter Leslie, Deputy Chairman & Managing Director of Barclays Bank and Martin Waldenström, Vice President, Booz, Allen & Hamilton will be among the contributors looking at the prospects for inter-community mergers and acquisitions which are likely to develop at a pace rivaling the bids from outside the EEC and within individual countries as corporations move to strengthen their competitive position. To enable maximum discussion, numbers for this conference will be limited.

WORLD TELECOMMUNICATIONS
 London, 13 & 14 December 1988

The world telecommunications industry is in a period of significant change brought about by the application of innovative technologies and a steady reduction in long-established barriers to competition. At the same time, telecommunications is being thrust to centre stage in the development of the information age. Access to an efficient communications system on a global scale has become essential in the growth of worldwide trading. Speakers will include: Sir Donald Maitland, CMG, CBE, Deputy Chairman, IBA, Bryan Caraberg, Director General, Office of Telecommunications, Yasuo Otaki, Deputy Director-General, Communication Policy Bureau, Ministry of Posts and Telecommunications, Japan, Ake Lundqvist, President, Ericsson Radio Systems, Sir Eric Sharp, CBE, Chairman and Chief Executive, Gable & Wireless and Desmond Hudson, President, Northern Telecom World Trade.

All enquiries should be addressed to the:
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 Tel: 01-925 2223 (24-hour answering service)
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CONTRACTS

Power station project

KIER CONSTRUCTION, part of the of Beazer group, has been awarded the £55m contract for the cooling water pumphouse and outfall for the Sizewell 'B' power station by the Central Electricity Generating Board.

The contract falls into two separate elements, onshore and offshore works. All the onshore works will be constructed within a dewatered excavated area, protected by a diaphragm wall which was constructed under an earlier contract.

Onshore works comprise the construction of the main cooling water pumphouse and associated short lengths of culvert to connect with the turbine hall. The pumphouse, which has a very deep reinforced concrete basement with a steel superstructure, will house four cooling water pumps, drum screens and electrical equipment. An inlet diffuser, onshore inlet culvert, onshore outlet culvert and surge chamber will complete the onshore element.

Offshore works include an 850 metre long inlet culvert and an outlet culvert about 350 metres in length. Both culverts have a diameter of 5.5 metres and will be constructed as submerged tubes which will be precast remote from the site, then floated into position in a dredged channel. Other offshore works include the construction of a barge docking facility and a personnel jetty.

Kier's engineering department has designed a sheet pile cofferdam for the temporary works rather than the traditional solution achieved a significant cost saving for the CEBG.

ROSKEL CONTRACTS, part of Roskel Group, is to install suspended ceilings worth over £4.6m, mostly in 25 new superstores in a chain stretching from Kirkcaldy, Fife, to St Austell in Cornwall.

They range in size from 4,500 to over 9,000 sq metres of ceiling area and account for more than £3.6m of the total contracts value.

Among the clients are Sainsbury, Tesco, Asda and Sava-centre but the biggest single installation will be at the Broadmarsh Shopping Centre development in Nottingham (£500,000).

ANY "liability crisis" in the UK comes rather from the gaps and uncertainties in the law than from over-enthusiastic court activity, except in the case of professional advice.

There is not a lot of point in suing anyone other than a professional for negligence unless you have also been physically hurt.

In particular, the notion that English law will support the victim of careless or shoddy workmanship looks strained. Every day there are millions of transactions where the victim has no contract as such with the person who does the work. The main contractor (builder, supplier, garage or whatever) fulfils his part of the bargain by getting someone else to do the actual work. All he has to show is that the sub-contractor was normally competent.

If the work is done badly, the victim's hope of suing the sub-contractor direct has more or less evaporated. On the other hand, the chance of recovering the loss from a professional person are promising. Anyone who professes an expertise in the area and is asked to supervise work may well be found legally liable for the whole loss, while the careless workman is untouched by liability. This is ironic, since the professional person tends to act responsibly and also to have unlimited personal liability when found negligent. It is also precisely in the field of professional indemnity cover that an insurance crisis is most likely to happen.

In other fields, some of the courts' decisions present a reasoned narrowing of the field of negligence which - whether one agrees or disagrees with the outcome - at least leave one knowing what one is looking at. Others are much more opaque. A recent House

of Lords case has opened up whole fields for conjecture which will ultimately have to be resolved by more litigation at the highest and most expensive level.

The courts have contrived the narrowing of liability by differentiating between different sorts of loss. If the loss can only be measured in terms of money, it is "pure economic loss" and as such can only be recovered in special cases.

If a freelance bricklayer is taken on to build a wall and it falls down, various losses follow, all equally real to the owner. He is best protected if the wall falls on top of him. He will recover damages for pain and suffering and lost income, both during convalescence and in future, although this second loss is "purely economic." It would be quite impossible for the courts to rule otherwise, both in the light of precedent and on grounds of simple justice. In any event, the bias in favour of human safety is (quite properly) getting stronger, for instance in the new law on product liability.

If the wall damages other things when it falls, the bricklayer will be responsible for their repair and replacement, and for any costs or loss of profit from not being able to use them.

However, if no physical injury or damage to other property occurs, the owner of the building can recover nothing. Business or profit lost due only to the falling down of the wall and the cost of its repair are now indisputably classified as pure economic loss and as such are unrecoverable.

Historically, the right to recover pure economic loss was most strongly affirmed when the liability for careless deeds was extended to liability for careless talk (hence the

BUSINESS LAW

The liability crisis, UK-style

By Celia Hampton

greater liability of the professional). This is naturally more likely to lead to financial loss than physical damage.

Lord Devlin could find neither logic nor commonsense in any distinction between financial loss caused directly and such loss caused by physical injury (*Hedley Byrne v Heller* (1963) 2 AER 575). He called it "nonsense." "It arises, if it is the law, simply out of refusal to make sense."

The tendency to allow economic loss to be recovered reached its highest point in *Junior Books v Veitchi* (1982) 2 AER 201. The owner of a factory recovered not only lost profits but also the cost of re-laying the floor which had been badly laid by a sub-contractor. Since then the courts have sought the shortest route down and away from this alarming position.

The recent House of Lords case goes so far as to suggest that economic losses may never be recovered, even when other sorts of damage do occur (*D & F Estates v Church Commissioners* (1988) 2 AER 922). It also suggests that earlier case law under which a local authority was held liable for defective foundations in a house built under its supervision was not a case of liability in negligence at all. It suggests these things, which have wide implications, but it cannot be said that it has finally decided them.

The case concerned a building contract and the tenant of a flat. The plastering was done, badly, by a subcontractor. The case could have been decided by limiting the main contractor's liability to selecting the subcontractor carefully, but the argument about economic loss was, regrettably, also raised.

The logic of the judgment

ran as follows. If the plaster was simply defective and had to be replaced, the tenant could not recover because the cost was pure economic loss. If the plaster was potentially a threat to human safety, the tenant could still recover nothing if he discovered the danger in time. He could only recover damages if the plaster fell down and caused injury or damage before the danger was discovered.

This raises the interesting possibility that a person who acquires defective property may himself be responsible for finding out its nature and avoiding the danger. If so, his damages could be reduced on the basis of contributory negligence.

The House of Lords went on to doubt whether the losses caused by having to replace the plaster could ever be recovered, although the parallel losses arising from damage to other property could. This creates an odd position. If the wall falls down, damaging the floor and a machine placed against it, the builder will have to repair the floor and pay fully for the machine and even for production lost while it is out of action. As far as the wall is concerned, all he need do is make good the hole.

The House of Lords did not go so far as to overrule the defective floor case - *Junior Books* - but sought rather to isolate it. It was a case of dependence on the expertise of the flooring contractor, but this is quite normal. It was also a case where the factory owner and the subcontractor were especially close - "as close as could be short of privity of contract." This gave scope for imaginatively distinguishing the precedent from new cases.

might turn out to be shown in a case before the Court of Appeal where the parties were not just close to each other - they actually had a contract (*Greater Nottingham Co-op v Cementation* (1988) 2 AER 971). Rather than making them even closer, however, this was found instead to defeat the analogy with the *Junior Books* case. The contract did not specifically cover the dispute. The parties were therefore treated as having decided not to cover the loss in question. It would be wrong to "extend" liability in negligence to fill the gaps in the contract.

Lord Justice Purches sought to avoid the "Pandora's box of unbridled damages" and explicitly referred to "policy" rather than general principles of law. He mentioned the US liability crisis for the medical profession - hardly appropriate since the professional's liability is the only sort in English law which extends to pure economic loss, and also since medical negligence is likely to result in physical injury.

The Court of Appeal was clearly deciding the matter in the light of what it thought was policy.

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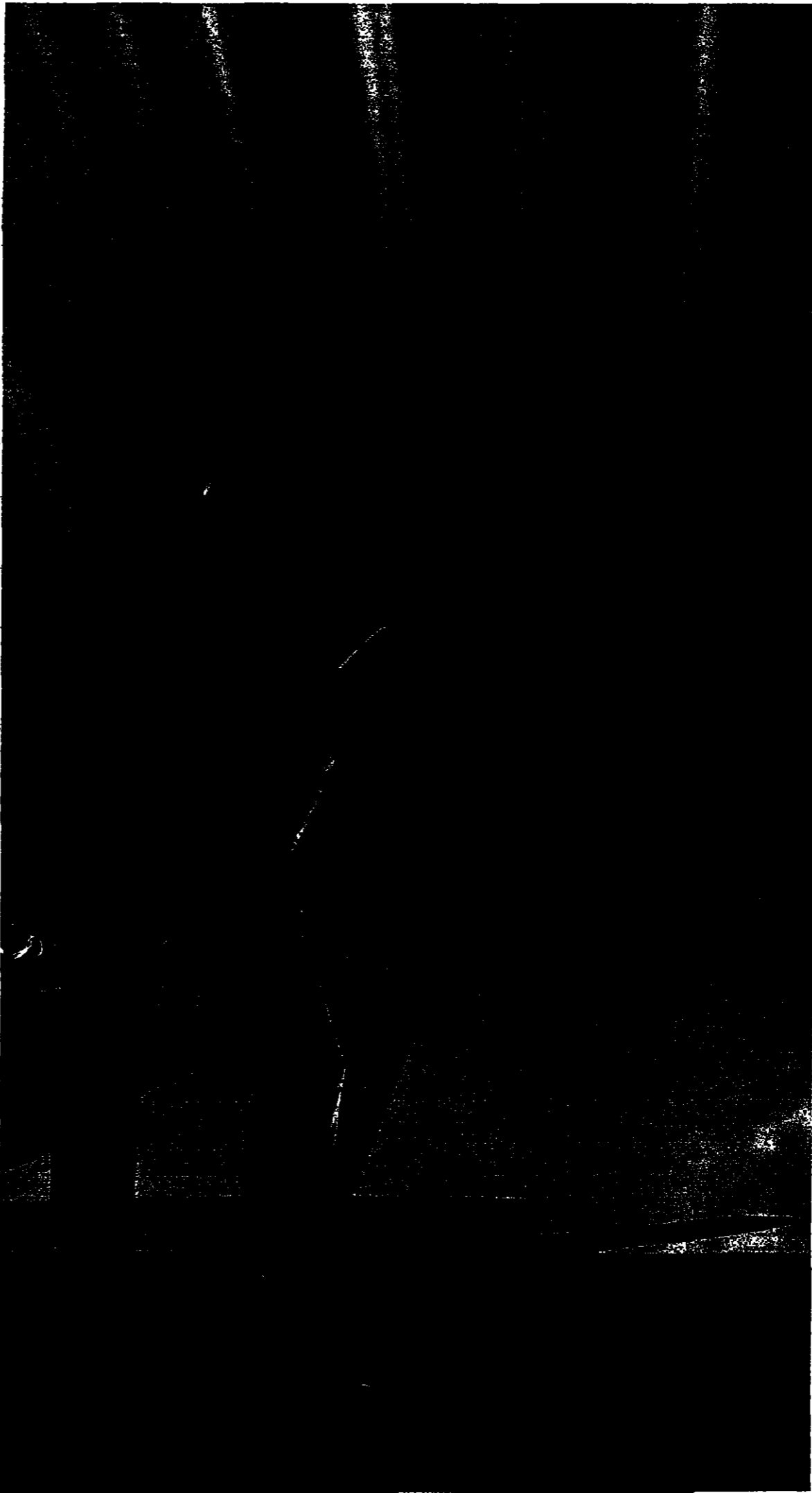
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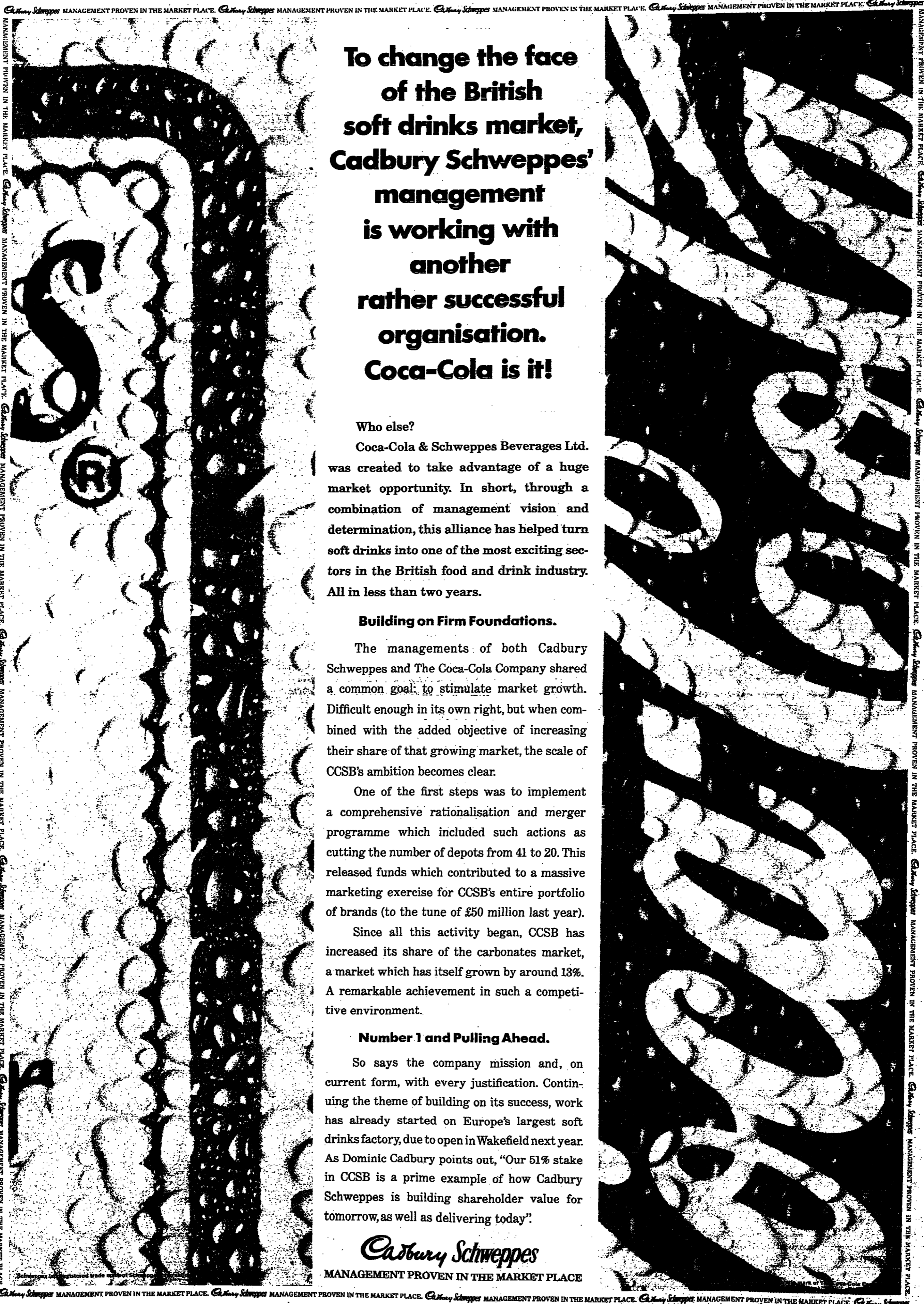


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Since all this activity began, CCSB has increased its share of the carbonates market, a market which has itself grown by around 13%. A remarkable achievement in such a competitive environment.

Number 1 and Pulling Ahead.

So says the company mission and, on current form, with every justification. Continuing the theme of building on its success, work has already started on Europe's largest soft drinks factory, due to open in Wakefield next year. As Dominic Cadbury points out, "Our 51% stake in CCSB is a prime example of how Cadbury Schweppes is building shareholder value for tomorrow, as well as delivering today".

Cadbury Schweppes

MANAGEMENT PROVEN IN THE MARKET PLACE

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JOBS

What people think of their bosses and work

By Michael Dixon

HOW do you feel about your work?

That may perhaps strike readers as an impertinent thing for the Jobs column to ask. After all, even if you were willing to reveal the answer to a stranger, it would cost you at least the price of postage as well as valuable time to tell me.

Even so, the question is neither prying nor idle. For I am about to offer you a way of privately comparing how you feel about your job with the corresponding feelings of a representative sample of people working in Britain, and - although in less detail - a similar sample in the United States.

The comparison is made possible by the Wyatt group of management consultants, which has just completed an extensive survey of British workers' attitudes to match a study it made in the US last year. Surveys in other lands are planned to follow soon, with the aim of enabling employers to check how their people's views square with those of the generality of workers in the same industry or region, whether nationally or internationally.

The British study, done three months ago, covered 3,275 full-time workers in the private and public sectors, including 651 managers with

at least two levels of staff under them. The mixture of organisations they worked for and their geographical distribution were reasonably typical of Britain's working population as a whole. So was their social profile.

Wyatt certainly cannot be accused of skimping detail. The survey even went into things like the temperature of the premises where people work. Overall, 36 per cent said it was favourable and 24 the opposite, with the rest finding it sometimes one and then the other, or unable to decide. But banks and the like need to look to their thermostats. Only a third of finance-sector staff liked their workplaces temperature compared with two thirds of public-sector employees.

Also, any reader wishing to know more of the finer points will need to contact Wyatt's Carl West-Meads at 21 Tothill Street, London SW1H 9LL; telephone 01-222 8033, fax 01-222 9182. From now on, my report will be limited to broader issues.

It turns out that, in many of our attitudes, we British are not much different from our counterparts in the US. The sense of personal achievement afforded by the job satisfies 62 per cent of us as against 64 in the States. Similarly, 64 per cent of us

compared with 67 of them are content with the opportunity we have to use our abilities, and 58 per cent against 60 find our work interesting. Americans are a bit ahead in general job-satisfaction, too, their 64 per cent comparing with our 53.

When the overall British figures are broken down by broad sectors of employment, however, there is no doubt which is the most generally satisfied if not smug. It is financial services with 66 per cent. The rest - the public sector, manufacturing, and other services - are all close to the national figure of 53.

Pay

There are no prizes for guessing what is one of the main irritations behind the financial covens' smugness. It is of course pay.

On that topic the 3,275 people taking part were asked two questions. One was if they were content with their pay in comparison to that of folks in similar jobs in the same organisation, which gave a yardstick of "internal" satisfaction. The second was whether they were content with what they earned compared to people doing similar work in other organisations, giving an "external" gauge.

The overall figures for internal satisfaction were 57-plus per cent in the US and 59 in Britain. But a fair number of people who saw themselves as fairly paid by comparison with equivalent staff in the same outfit, clearly felt that the grass was greener on the other side of the organisational fence. For by the external measure, the satisfied proportions fell respectively to 50-plus per cent of the Americans and only 41 per cent of us Brits.

Moreover, although our internal contentment varied little by sector - from 61 per cent in the financial and other services groups to 57 in manufacturing - there were variances on the external gauge. The percentages of the satisfied ("Yes") and the dissatisfied ("No") excluding those neither firmly one nor the other, were:

| Sector | Yes | No |
|----------------|-----|----|
| Overall | 41 | 34 |
| Financial | 47 | 32 |
| Other services | 44 | 31 |
| Manufacturing | 42 | 33 |
| Public | 34 | 41 |

When asked whether there was a strong link between pay and performance in the employing concern, we Brits were even more sceptical than the US contingent. Whereas 28 per cent of the Americans answered yes, only 24 per cent of us did the

same. Here, however, there were marked sectoral swings:

| Sector | Yes | No |
|----------------|-----|----|
| Overall | 24 | 49 |
| Financial | 50 | 25 |
| Other services | 28 | 45 |
| Manufacturing | 28 | 48 |
| Public | 10 | 60 |

Public employees were also lowest in satisfaction with openings for advancement. There too, the Americans led with 35 per cent satisfied compared with 31 of Brits as a whole. But public comorats' score was only 26 per cent against manufacturing's 34 and the other two's 36 each.

Promotion

The topic on which there was evidently the closest transatlantic agreement was whether the organisation was good at promoting the most competent people on its staff. There was a mere one percentage point difference, with 29 per cent of the US total saying yes compared with 28 per cent of us.

Yet again we varied by sector, as follows:

get promoted also vary in other intriguing ways. Here, for example, is the ranking that results when the total sample is analysed according to the length of time the 3,275 people had been working for their organisation:

| Service | Yes | No |
|---------------|-----|----|
| 1 - 2 years | 36 | 32 |
| 3 - 4 years | 26 | 39 |
| 5 - 9 years | 23 | 44 |
| 10 - 19 years | 19 | 49 |
| 20 or more | 23 | 45 |

So our cynicism about our bosses' promotion decisions seems to grow with the time we spend observing them. Fortunately, we at least relent a bit once we have served over 20 years.

The participants were also asked if their employer was too tolerant of bad workers. Americans, with 44 per cent agreeing, were sterner than British whose response was:

| Sector | Yes | No |
|----------------|-----|----|
| Overall | 40 | 34 |
| Financial | 33 | 41 |
| Other services | 34 | 41 |
| Manufacturing | 40 | 35 |
| Public | 40 | 26 |

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Corporate Finance

You will play a key role in the European Corporate Finance Group in supporting Senior Marketing Officers in the UK and Continental Europe. In addition to credit analysis and approval, your responsibilities will involve client liaison, development of corporate banking business and portfolio management - including country and industry analysis and decisions on asset sales and swaps.

For both positions, you will ideally be a graduate with at least three years banking or related financial institution experience, including some credit specialisation in either corporate, financial institution or trading risks. A European language would be an advantage and you must be PC-literate. Applicants with energy, commitment and drive will find the rewards highly competitive and career development opportunities substantial.

In the first instance, contact Mark Harshtorie in confidence on 01-404 5751 or write to him at Michael Page City, 39-41 Parker Street, London WC2B 5LH.

Bankers Trust Company

Jonathan Wren

EQUITY CAREERS

Recommendation: Long Term Buy Price: Tenders invited to £70,000

Further to our report of July 20, 1988, we are pleased to announce that prospects for equity analysts and salesmen in this last quarter of 1988 are good. Demand is for both sector and geographical specialists, as prime competitors in the securities industry continue to expand assertively their global research and sales functions.

CONCLUSION

As leading equity recruitment specialists we regard the above as high yielding long-term career investments for both analysts and salesmen.

A comprehensive report on current opportunities available with prime competitors can be obtained from Ann Winder on 01-623 1266 between 8am-6pm.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

Jonathan Wren

Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP.
Telephone: 01-623 1266. Fax: 01-626 5258.

TRAINEE ANALYST CHARTERED ACCOUNTANT

Our client, a UK stockbroker with a pre-eminent reputation in the field of equity research is looking for a trainee investment analyst. Applications are sought from recently qualified chartered accountants aged 24-28 with excellent analytical and written skills and an ability to communicate effectively to both company directors, sales teams and institutional fund managers.

SMALLER COMPANIES ADVICE

We currently seek a recently qualified chartered accountant to join the smaller company advisory unit of a leading UK investment banking group. Candidates should possess good academic and technical skills, enthusiasm and an aptitude for all aspects of marketing, business development. An awareness of and commitment to serving the particular needs of smaller companies is essential.

For further details of the above please contact Jon Michel or Robert Digby on 01-683 0073 (day) or 01-673 0839 (evenings and weekends).

16-18 NEWBRIDGE STREET,
LONDON EC4V 6AU

BADENOCH & CLARK
RECRUITMENT SPECIALISTS

Not every Financial Expert Can Appreciate the Way We Work

FINANCIAL PLANNING & ANALYSIS MANAGER

For our client, getting results is a way of life. They're a UK based subsidiary of one of the world's largest and most powerful financial services institutions - with a distinctly dynamic and exciting approach to their internal financial management.

Controlling a small management accounting team, you'll be expected to create and present monthly reports based on rapid, accurate and highly professional interpretation of budgetary variance and profitability data. The Financial Director and other executive Board members will be relying on your recommendations for critical policy and planning decision-making, so you'll need the professional skills and confidence engendered by a successful background in financial analysis within a major (probably American) corporation or financial institution house. Adaptable, open-minded and

results-orientated, you must bring an involved, hands-on style to the on-going task of co-ordinating your team.

Based S.W. of London, it's a highly visible role with direct impact on the profitability and future direction of the company, offering considerable scope for career development to senior financial management. You'll be offered a salary of £25,000 to £28,000, together with a company car, mortgage facilities, PFP and Life assurance.

Please write with CV to: Roger Juniper, Juniper Woolf & Partners Ltd, 22 New Concordia Wharf, Mill Street, London SE1 2BB. Alternatively, telephone for an application form on 01 231 7275. Ref. C242.

JUNIPER WOOLF

RECRUITMENT ADVERTISING • SEARCH & SELECTION

International Insurance Group

Director of Life

A unique development role

South Coast c.£50,000+ benefits

We are retained to help fill a role which is not only unique but which also affords an unusual opportunity for a life man or woman to move into general management and to develop a business backed by one of the world's most dynamic organisations. Our client is a general insurance group which has recently been granted a licence to write life business. The group is part of a major multi-national organisation and has made a firm commitment to continuous development in this area.

They seek a person with broad experience of the market place who can design, develop, price and implement a range of life products, with assistance from the Research, Actuarial and Marketing departments. Additionally the person will have under his/her direction two areas of general insurance, both of which are managed by specialists, one of which is a major profit contributor to the group.

The company is currently in an exciting phase of its development and has a progressive and lively approach. The person appointed is likely to be already at Assistant General Manager level or equivalent. The job offers an unusual challenge and further career prospects.

The appointment will be made at Director level and will report to the Managing Director. It will be based at the company's pleasant headquarters on the South Coast of England. In addition to a generous salary, and discretionary bonus, benefits include a non-contributory pension and prestige car. Generous relocation terms will be provided if required.

Please reply in the first instance to Keith Fisher, Partner, Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Telephone: 01-248 0355. Fax: 01-489 1102.

Overton Shirley & Barry
INTERNATIONAL SEARCH AND SELECTION CONSULTANTS

CHINTUNG EUROPE LTD

HONG KONG/SINGAPORE/MALAYSIA

ChinTung Europe wish to recruit seasoned professionals to join their expanding institutional sales team.

Experience of Far Eastern Markets is essential.

Please write with C.V. to: Walter Walker Managing Director ChinTung Europe Ltd, 107 Fleet Street London EC4A 2AB

Standard Chartered
A member of Standard Chartered Bank Group

PARRISH STOCKBROKERS

Parrish Stockbrokers is an independent agency stockbroker with offices in London, Bournemouth, Cirencester, Colchester and Westliff on Sea.

The Parrish philosophy is to provide a first class service to the private investor; we regard this as a growth area, and are currently recruiting for our London and Regional Offices.

Members of The Stock Exchange/Registered Representatives who are competent and enthusiastic but feel frustrated in their present environment and who wish to join an expanding and friendly firm should contact Keith Smith on 01-638 1282 for an initial discussion.



FINANCIAL OPPORTUNITIES

CONVERTIBLE BOND/EUROBOND SALES:

At least 3 years experience. Should have good client base or speak fluent German. Any other languages an advantage. Salary £Neg. Please call Julie Shelley.

SENIOR CORPORATE DEALER:

'All round' experience needed in dealing corporate treasury and FX products. Age preferably 25-35 years. Good educational background. Salary £Neg. Please call Julie Shelley.

FIXED INCOME SALES:

At least 3 years experience in fixed income multi-currency sales. Own client base or fluent German very advantageous. Salary £Neg. Please call Julie Shelley.

BOND SALES:

Minimum 1 years experience selling DM, Bundes, Euro DM, USS, CAS and AUS. Must speak fluent Italian. Salary £Neg. Please call Julie Shelley.

JAPANESE EQUITY SALES:

2 to 3 years experience required in selling Japanese Equities into the U.K. market. Quality House. Please call Richard Ward.

TRADER:
Candidate a Trader with about 2 to 3 years experience required. Quality House. Please call Richard Ward.

U.S. TREASURY SALES:
2 to 3 years experience required for this position. Top package available for the right person. Please call Richard Ward.

SALES:
German National or fluent German with Eurobond sales experience to sell to Germany. Top International House offer top packages. Ref No: DF/442.

SALES:
U.K. Equities. 2 years minimum experience with major house to sell to U.K. Graduate preferred, not essential. Excellent opportunity. Ref No: DF/315.

SALES:
U.S. TREASURY SALES
Major House seeks Senior Treasury Salesman to Director level. Details handled in strict confidence. Ref No: DF/421.

For details of the above please call TEL: 01-377 6488 FAX: 377 0887
Cambridge Appointments
232 Shoreditch High Street, London E1 7HP

01-377 6488

Fund Manager Package £40 - 60,000 Attractive location N. W. England

Prestigious Fund Management Company has at present c£80m of private clients capital under discretionary management, £25m under 'advisory' management and net inflow c£4m per month. This progressive company is about to commence the next phase in its 5 year plan, the overall aim of which is to become one of the leading international fund management companies specialising in private and corporate clients' capital. The successful candidate will have the opportunity to play a major role in this development.

A high calibre and experienced fund manager is required to take over the direction and the fund management activities to enable this goal to be achieved.

The preferred candidate will have broad fund management experience preferably from an institutional environment. A good knowledge of UK equities, fixed interest dealings and gross funds is required together with an ability to sector manage via utilised investments. Strong presentation skills are required to represent the company as necessary to corporate and groups of private clients.

To apply, telephone or write to Frank Gaunt FCII (061-832 7803). Discussions in complete confidence will be held in London or Manchester.



Personnel Consultancy Services

Recruitment and Training Consultants
34 Barton Arcade, Deansgate, Manchester M3 2BH
Telephone: 061-832 7803



CHASE

TREASURY PRODUCTS

Our first-class reputation in the City and within our own worldwide network has ensured that The Chase Manhattan Bank's Treasury is a major marketmaker in treasury products. Our ability to provide the whole range of instruments gives the Derivative Products Desk the building blocks necessary to structure, price and sell complex combinations of Swaps, FX, Futures and Options.

Whether solving customers' problems with innovative packages, or translating fleeting arbitrage opportunities to our sophisticated clients, the Derivative Products Desk is critical in providing a front line service, as well as expertise in new product development. As a result of our success we now seek to expand the team.

The successful candidate will need a detailed understanding of treasury products and markets with around 2 years' experience and be capable of servicing corporates, institutionals and sovereigns alike: in short, a Financial Engineer who can sell.

Remuneration will reflect the demands that Chase places upon its Treasury to capitalise on its excellent market position and will include an attractive benefits package.

Please apply in writing with a comprehensive CV to: Miss Shirley Caine, Senior Personnel Officer, The Chase Manhattan Bank N.A., Woolgate House, Coleman Street, London EC2P 2HD.

INTERNATIONAL MONEY BROKER

A London-based subsidiary of an international money broker invites applications from fluent French speaking dealers aged 28-35 to work in mutual venture with major French broker in the expanding market of European government securities.

Attractive remuneration commensurate with experience.

Please write in strictest confidence to Graham Tardif,

MSI Management Search International Ltd,
Recruitment Consultants
32, Old Burlington Street, London W1X 1LB
Fax: 01-437 2764

Offices: Atlanta, Baltimore, Charlotte, Dallas, Ft. Worth, Houston, McLean VA, New Orleans, Washington D.C., London, Edinburgh.

Stockbrokers South & South West

National Investment Group is one of the UK's leading private client stockbrokers. Its 24 offices nationwide are linked by an integrated computer network and offer a full range of service-led stockbroking activities, including management, support and dealing facilities. Within this framework the regional divisions operate on a semi-autonomous basis, with each office providing clients with local access to proven City expertise.

Continued development now means that the Group's Southern Division, comprising offices in Avon, Devon, Dorset, Somerset, Surrey and Wiltshire, is seeking experienced private client stockbrokers. In the current climate these opportunities could be particularly

attractive to those now operating in London who may wish to conduct their business in the provinces, where realistic profit linked remuneration packages can be negotiated.

In addition, the Group's Bristol office requires a registered representative (25-30 years) with some portfolio management and private client experience to develop its services.



To discuss these opportunities energetic individuals or 'teams' should contact Peter Leatherdale on 0305 65252, or alternatively write to him at National Investment Group, Durgate Street, Dorchester, Dorset DT1 1JP. Your enquiry will be treated in the strictest confidence.

CHIEF EXECUTIVE OFFICER'S DEPARTMENT MANAGEMENT SERVICES OFFER

RE-ADVERTISEMENT

This is a newly created post within the Chief Executive Officer's Department. The person appointed will be expected to integrate the activities of the Council's work study and O&M staff and provide a new direction to their work, particularly in the context of preparing Council services for compulsory competitive tendering. The post also carries a general advisory role to members and officers on action needed to make services competitive.

Applicants should hold an appropriate management qualification with substantial experience of working in a commercial environment.

The appointment if offered on a three year fixed term contract; salary negotiable above £20,000 p.a.

Further information and an application form can be obtained from the Chief Personnel Officer, County Hall, Cwmbran NP44 2XH. Telephone Cwmbran (0633) 838838 ext. 262. Closing date for applications: 27th October, 1988



Business Development Assistant

GRADUATES/M.B.A.'s

This is an exceptional opportunity to work within a small and prestigious business team, assisting in the evolution of one of London's most successful Dealing Rooms. The varied and challenging work will provide in-depth exposure to a broad range of Treasury related issues; it will involve the research and development of new business products and the improvement of our dealing-room and management information systems.

Previous banking experience is not essential; candidates will need to demonstrate a high level of interpersonal and analytical skills and be "achievement driven". This position offers outstanding career prospects within a dynamic and stimulating work environment. The remuneration is negotiable and will reflect the experience and abilities of the successful candidate.

Resumes should be forwarded to:

Ruth Pollard,
Human Resources Department,
Chemical Bank,
180 Strand,
London WC2R 1EX. **CHEMICAL BANK**



APICORP

البنك العربي للتأمين والادارة

APICORP is an inter-Arab Corporation established by the member states of OAEPEC to finance and invest in petroleum sector projects. Total assets are in excess of \$1 billion.

The Corporation would like to fill the following opening at its head office in Al-Khobar, Saudi Arabia.

ANALYST/PROGRAMMER

\$ 22,400 - 30,000 p.a. tax-free payable in Saudi Riyals (commensurate with experience)

The successful candidate, a graduate in Finance / Economics / Accountancy / Business Management, age 30-35, will be a computer professional with a solid background in the Corporation's business functions, e.g. project and trade finance, money markets and FX and capital markets (portfolio management). Knowledge of Kspici system is a plus.

He will have 4-6 years of relevant experience, acquired in a similar financial institution and including RPG III on an IBM S/38.

The candidate will be expected to participate as a member of the Information Systems Centre (ISC) in the development of new systems, mainly management information systems, together with professionals of different disciplines and nationalities as well as advising users in the use of existing packages.

The appointment will be for an initial 2 year contract, renewable. In addition to the substantial tax-free salary and 32 working days annual leave plus public holidays, there is a comprehensive benefits package which includes free fully furnished air-conditioned family accommodation, transportation and education allowances, medicare, relocation expenses and contributory pension scheme.

Please apply, in confidence, giving relevant details of personal and career history to:

The Administration & Personnel Manager
Arab Petroleum Investments Corporation, P.O. Box 448,
Dahran Airport 31932, Saudi Arabia

Appointments Advertising

Also Appears today
on page 37

CORPORATE FINANCE

Barings are seeking to recruit more executives as part of the continuing expansion of the London-based international corporate finance department.

Candidates should be energetic, imaginative and able to communicate well.

Suitable candidates will also:

- ◆ be aged 23-28
- ◆ be graduates and/or professionally qualified
- ◆ have some experience in corporate finance, with a merchant or investment bank, or a professional firm

The remuneration package will comprise a negotiable salary, an attractive performance related bonus scheme and a generous mortgage subsidy, as well as other benefits.

Write in confidence with a full C.V. to Andrew Tuckey, Managing Director,

Baring Brothers & Co., Limited
8 Bishopsgate, London EC2N 4AE

APPOINTMENTS WANTED

Belgian National

27 years old, M.B.A. of top European Business School, background in auditing, fluent in languages and business practices of Belgium, Holland and France seeks position with British Company involved in Venture Capital or Corporate Finance activities and wishing to develop 1992 potential.

Write Box 1913, Finsbury Circus, 19 Cannon Street, London EC2P 4BY

WYCLIFFE COLLEGE GLOS

THE COUNCIL OF GOVERNORS INVITES APPLICATIONS FOR THE POST OF BURSAR

AND THE SECRETARY TO THE COUNCIL
Wycliffe College is an independent co-educational boarding and day school whose Headmaster is a member of H.M.C. With a separate Junior School and Pre-Prep Department there is a total of 535 pupils. This post becomes vacant on 31st August, 1989 on the retirement of Major P.L. Rawlin RM after seventeen years' service.

Details from: The secretary to the Council, Bursar's Office, Wycliffe College, Stonehouse, Glos. GL10 2AD.

Human Resources Manager International Banking

London to £40,000 + car + benefits

Our client is a major international US bank with a substantial and profitable presence in the UK and Europe.

Reporting to the Head of Human Resources, who is a member of the Management Committee, you will be responsible for managing the human resources function in the 500 strong London office. Initial emphasis will be on upgrading systems and procedures to meet the changing demands of the organisation. There is a highly flexible and responsive style of management.

Probably in your early 30s and with a good honours degree, you will ideally have a post graduate qualification in personnel or industrial relations. You should have sound all round experience at a senior level in an organisation with a strong reputation for human resource management. Knowledge of the financial services sector would be an advantage. An outward going personality is essential and for the man or woman appointed the potential rewards are high.

Please write in confidence to John Cameron, quoting reference CF975, at 84/86 Grays Inn Road, London WC1X 8AE (telephone: 01-404 5971).

CAMERON · SIMPSON
Consultancy · Search · Selection

Senior Credit Underwriter Corporate Finance

£21,000 + car + benefits

The Corporate Finance Division of Lloyds Bowmaker, part of the Lloyds Bank Group, provides asset finance facilities for a broad spread of companies from its Bournemouth head office.

You will control the granting of credit to corporate customers having analysed trading accounts and other information, and provide technical advice, guidance and service to support the new business efforts of a national sales network.

A reflection of the importance of the position is that you will have the authority to underwrite proposals and set credit limits of up to £350,000.

This is a key position of high responsibility and trust, and applicants must be able to demonstrate a proven track record in a bank, finance house or similar environment. A professional accounting qualification would be an advantage.

The rewards match the responsibility. The salary is around £21,000 plus car and a benefits package including mortgage subsidy, profit sharing and relocation assistance where appropriate. The further career prospects are excellent.

Your application will be treated in the strictest confidence. Please send a full C.V. to: T. J. Edwards, Manager, Personnel Development & Staff Relations, Lloyds Bowmaker Ltd., Finance House, Christchurch Road, Bournemouth BH1 3LG.



CHIEF EXECUTIVE OFFICER HOUSING FOR WALES

Salary: within the range £34-£38,000

The Housing Bill is currently before Parliament. It provides for the Secretary of State for Wales to establish a new body, "Housing for Wales", to carry out in Wales functions of the Housing Corporation. If the Bill receives Royal Assent, Housing for Wales will be set up on 1 April 1989. Applications are now invited for the post of Chief Executive of the new body.

Housing for Wales will have a crucial role in tackling Welsh housing problems. The new body will be expected to play a full part in implementing strategies to meet the housing needs of Wales. The role of the Chief Executive in shaping Housing for Wales to meet the challenges ahead will be of vital importance.

The main executive responsibilities of Housing for Wales will be to support and monitor the work of housing associates in Wales; as well as to perform an important new role in the right of the Government intends to give council and other public sector tenants to choose new landlords. The budget to meet these challenging tasks will be substantial. The Housing Corporation's existing Office for Wales has a budget in excess of £60 million for the current financial year. In future years the Secretary of State wants actively to encourage increasing levels of investment by the private sector in addition to Government provision.

The Chief Executive will be a member of the Board of Housing for Wales under its recently appointed Chairman, Mr John Allen CBE. He or she will have specific responsibility in the short term for the rapid creation of a dynamic new organisation, and for achieving a smooth transition of responsibilities, from the Housing Corporation to Housing for Wales.

The successful candidate must be able to demonstrate proven leadership and management skills. He or she will have an innovative approach to solving problems and a clear ability to work constructively with other organisations and individuals in the Welsh housing scene. Experience in the housing field, while not essential, would be an advantage.

The appointment will be on a permanent or on a fixed term basis by mutual agreement, the term extendable by mutual agreement.

Application is by way of submitted CV which should be marked in confidence and sent to Ms C M Owen, Personnel Management Division, Welsh Office, Cathays Park, Cardiff, CF1 3NQ by Friday 21 October.

Further information can be obtained from Mr A C Elmer in the Housing Division at the address given above, or by telephoning Cardiff (0222) 823444.

Currency Consultant Corporate Banking and Treasury City

to £25,000 plus car

This long established, professional and innovative banking institution with a proud tradition of independence provides a currency management service to a wide range of corporate clients. There now exists an outstanding opportunity to join this Group as a Currency Consultant.

Reporting to the Currency Services Manager, the successful applicant will be responsible for the day to day contact with clients regarding movements in the foreign exchange markets, and factors affecting those markets. You will also advise clients on the formation and application of exposure hedging strategies and provide a dealing service to meet clients requirements.

Applications are invited from candidates aged between 25 and 35 who possess the relevant experience and can demonstrate excellent inter-personal skills. A relevant financial qualification would be an advantage.

The excellent remuneration package includes a company car, bonus scheme, contributory pension and health insurance. Prospects for career progression are only limited by personal commitment.

Interested candidates should send a comprehensive curriculum vitae, enclosing details of current salary and a daytime telephone number, quoting reference LM095, to Andrew Sales FCCA, at Spicers Executive Selection, 13 Bruton Street, London W1K 7AH.



SPICERS EXECUTIVE SELECTION
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

EXCITING OPPORTUNITIES IN A FAST GROWING INTERNATIONAL BANK

The London branch of a leading bank is engaged in the expansion of its credit activities in Europe and the UK. As a result, the following positions have become available or have been created to further strengthen the business development and credit teams:

VP/ SENIOR MARKETING OFFICER

Responsible for developing business with top tier and medium sized UK and European corporates. Facilities to be offered are wide ranging - medium term corporation lending, treasury products, as well as private and public sector syndication transactions. Candidates aged 35 + with good academic background and formal credit training, gained preferably in a major US Bank, together with relevant background experience should apply. (Ref. A)

AVP/VP HEAD OF CREDIT

A senior Credit Officer at AVP/VP level is required to administer the credit department of the Branch, provide recommendations on credit applications, monitor the on-going loan portfolio and take overall responsibility for running credit matters, which will also involve staff training and development. The suitable candidate will be a mature individual with a good academic background and proven track record in all aspects of credit. (Ref. B)

AVP PROJECT FINANCE

This is a targeted growth area for the bank and will comprise a small specialised team. A vacancy now exists at AVP level for suitable candidates, aged 25-30, with three years or more experience in either the energy or construction sectors. Candidates should have a good formal education and preferably should have a major US bank credit background. (Ref. C)

MARKETING OFFICER

A junior lending officer is required to support one of the senior marketing officers. In addition to the preparation of credit applications for loans proposals, the duties will involve client contact and a marketing development role. Candidates aged 25-28 with a good academic background, suitable credit training and relevant banking experience to-date should apply. (Ref. D)

CREDIT

Two graduate officers with accounting knowledge and/or credit training are required to support the new AVP/VP Head of Credit. (Ref. E)
A highly competitive salary and benefits package will be available for suitable candidates, who should apply with full career details, quoting the reference number of the position in which they are interested, to:

PO BOX A0885
Financial Times, Bracken House, 30 Cannon Street, London EC4P 4BY.

If candidates do not wish to be considered for specific institutions, they should so indicate in a covering note and their application will be discarded if appropriate.

EUROBOND DEALERS AND SALES

Several positions have recently been created in both international security houses and distributors who require proven track record of dealing in major currency instruments.

PROPERTY ACCOUNT OFFICERS

Leading US bank is expanding its business commercial property section and is seeking to recruit officers equipped with a good credit background within banking and the ability to progress within marketing.

OPERATIONS MANAGER

Our client, a busy City bank requires a senior banker with experience in accounts, settlements, documentary credits and premises and staff administration. Organisation and supervisory skills are essential.

CORPORATE FINANCE OFFICER

An experienced new business originator in new issues and syndications is being sought by an international securities house.

CREDIT ASSISTANT TO MARKETING MANAGER ITALY

An international bank active in Italian business requires an excellent all-rounder with fluent Italian to assist the busy marketing manager. Proven analytical skills and ability to use micro-computers essential.

EUROBOND ACCOUNTS

Expanding Eurobond Bank requires experienced person to assist with day to day accounting and controls. Possibilities exist for training in compliance.



OLD BROAD STREET BUREAU LTD
STAFF CONSULTANTS
109 Old Broad Street, London EC2M 1AP. Tel: 01-588 3981

SENIOR APPOINTMENTS

| | | |
|----------------------|-------|--|
| SENIOR BOND CURRENCY | 28-32 | SALARY NEGOT FROM £60,000 p.a. (BASIC) |
|----------------------|-------|--|

International bank, well-respected in the market, seeks highly experienced currency trader with at least 5 years' bond trading experience.

The successful candidate will head up a European currency trading team and play an important role in this reputable bank's expansion plans.

| | | |
|---|------------|------------------------------|
| SENIOR GERMAN SPEAKING BOND SALESPERSON | AGE MAX 38 | TO £90,000 p.a. BASIC SALARY |
|---|------------|------------------------------|

Well-known and respected international bank wishes to appoint a German speaking salesperson to set up a German, Austrian and German Swiss desk.

The person sought will already have a current and well-established client base with banks and other institutions in the territories and experience of a wide range of products.

Please ring Elizabeth Hayford on 377 5040
LJC BANKING APPOINTMENTS
Devonshire House, 146 Bishopsgate, EC2M 4JX.
01-377 5040

Appointments

Advertising

Also Appears

today on
page 37

Venture Capital Executive

Chartered Accountant or MBA

Globe manages one of the UK's largest and most active venture capital portfolios. Activities include the financing of management buy-outs and the provision of start-up and development capital.

Globe is expanding its small venture capital team by the addition of an Assistant Investment Manager, who is likely to be a Chartered Accountant or MBA in his/her twenties with up to two years' post-qualifying experience, possibly in corporate finance or banking.

The job will involve the execution of a wide variety of transactions and the monitoring of existing investments. The successful candidate will work within a small but professional team of executives. Candidates will be expected to show initiative and a desire to accept responsibility.

The appointment is seen as a rare opportunity for the applicant to develop a career in the field of venture capital. The level of remuneration will not be a problem for the right candidate, and will be part of an attractive financial package.

Please write in confidence with full C.V. to:
Mr J P Craze, Secretary, Globe Investment Trust P.L.C.
Electra House, Temple Place, LONDON WC2R 3HP



Globe Investment Trust P.L.C.

Credit Analyst/ Account Management

A major international North American bank with successful and expanding corporate lending and corporate finance activities in the UK wishes to recruit two young bankers for its account and credit management group.

The job would suit a graduate aged around 25 with one or two years' corporate banking experience in the UK market. Initially the work would include credit analysis, documentation, research and some client contact. As experience is

gained there are genuine early opportunities to progress into corporate finance, leveraged debt, syndications or real estate finance. A competitive salary up to £20,000 pa together with the usual major bank benefits package is available.

Please send your CV (which will be forwarded in confidence to our client) to: **Appointments International Limited, 14 Grosvenor Place, London SW1X 7HH, for the attention of Elaine Newman.**

| ANALYSTS | |
|--|---|
| Electrical Financial O/S Traders Property Retail | Engineering Leisure Oil Printing and Publishing Smaller Companies |
| SALES | |
| Bond Sales European Sales General U.K. Sales Specialist Oil Sales | |

Please apply in confidence to: **MIKE BRENNAN** on 01-430 1551/2653 or write: Executive Selection Division, 9 Brownlow Street, Holborn, London WC1V 6JD.

ARTS

Culture laid on with the laid back approach

Martin Hoyle discusses the pros and cons of the current programmes about the arts on television

An anecdote much cherished in the BBC some years ago concerned a television discussion of Hamlet chaired by the inimitable Row Weldon...

Weldon let an indelible mark on arts programmes... The recording session alternated with a Thomas biography...

The eternal problem: whether to reach to the novices or preach to the converted

from Dylan's daughter. Above all, Milk Wood exerted its unflinching spell. Without (apparently) setting out to puff the product...

Weldon. The eternal problem facing arts programmes - whether to reach the novices or preach to the converted...

Something of the same style could be detected in Channel 4's new Signpost. The frozen-faced presenters...

Some of the arts review programme turns into light entertainment, no bad thing. Thus Channel 4's 30,000 Steps visited the Edinburgh Festival fringe...

Weldon. The eternal problem facing arts programmes - whether to reach the novices or preach to the converted...

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Barbara Flynn

The Millionairess

GREENWICH THEATRE

See Dunderdale's new regime at the Greenwich Theatre kicks off with Shaw's rarely seen 1936 comedy...

Barbara Flynn's Epifania is much less of a grand dame than Miss Kettle's...

When, like Beatrice Webb and Shaw's own Major Barbara, she goes 'East-Indian'...

Having started by lodging a suicide request with her solicitor because her first husband has achieved this task...

the boxing room, wishes to elevate the sex war to a higher plane. The athlete, Allister (Martya Stanbridge)...

It would be pleasant, but impossible, to hail Peary Charman's production as a promising launch...

Miss Flynn keeps things going with heavy determination and Malcolin Stclair chips in bravely from the sidelines as the catalyst...

The production, sponsored by the nearby Clarendon Hotel, will be followed in December by a new adaptation of Wilde's Collyer...

Michael Coveney

Charpentier at Versailles

The French delight in grand spectacle. The two day festival at Versailles recently, Journées Marie-Antoinette Charpentier, reflected this...

Interest and affection for Charpentier's music has blossomed in recent years, thanks largely to the efforts of William Christie and Les Arts Florissants...

Christie makes great demands on his musicians, but the rewards are great, too. Their electrifying performance of Charpentier's mass, Assommoir et Maria...

Other memorable events included La Fenice Opera's outdoor performances at the Grand Triomphe of Molière's Le Mariage Forcé...

Measure for Measure

Barbican. Last autumn in Stratford Michael Coveney warmly welcomed Nicholas Hytner's glimpse of a morally decaying Vienna...

Concert performances are the most one can expect nowadays of this 'drama with music', the most elusive of Schoenberg's atonal masterpieces...

Brahms and Schoenberg

Festival Hall, Radio 3. 'The Reluctant Revolutionary' will involve all London's orchestras at some point, but it is predictably the BBC Symphony which carries the burden...

Concert performances are the most one can expect nowadays of this 'drama with music', the most elusive of Schoenberg's atonal masterpieces...

Measure for Measure

which the minutely detailed stage directions were faithfully realised would be fascinating to experience...

Concert performances are the most one can expect nowadays of this 'drama with music', the most elusive of Schoenberg's atonal masterpieces...

Measure for Measure

mental lines with great assurance; more than a decade after Boulez, this orchestra still plays this repertoire more idiomatically than almost any other...

Concert performances are the most one can expect nowadays of this 'drama with music', the most elusive of Schoenberg's atonal masterpieces...

It's attention to detail like providing the Financial Times to business guests, that makes a great hotel. Complimentary copies of the Financial Times are available for business guests staying at the Hyatt Regency in Brussels.

It's attention to detail like providing the Financial Times to business clients, that makes a great hotel. Complimentary copies of the F.T. are available to guests staying at the Amsterdam Marriott Hotel.

ARTS GUIDE October 7-13

THEATRE London Easy Virtue (Garrick). Transfer of King's Head revival of early Noel Coward...

New York Cats (Winter Garden). Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to music is visually starting and choreographically felicitous...

Washington Les Misérables (Kennedy Center Opera). The touring company of the international hit of last season brings to Washington the historical sweep of Victor Hugo...

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AMSTERDAM Marriott HOTEL

SALEROOM Big price for miniatures. In 1969 Arthur A. Houghton acquired the finest edition of the Shahnameh, a Persian epic poem written by Ferdowsi...

Roger Matthews, recently in Rangoon, reports on Burma's slide into chaos

A nuclear insurance

THE ARGUMENT about whether Britain's Central Electricity Generating Board should restrict its evidence to the planning inquiry into a proposed nuclear power station at Hinkley Point, in Somerset, emphasises an unfortunate confusion of Government policy on this issue.

New forces

It is understandable that the CEGB and the Government wish to avoid re-opening arguments which were covered exhaustively in the Sizewell report only two years ago.

Algeria's need for reform

NOT BEFORE time, President Chadli Bendjedid of Algeria has moved to assert his authority and to quell the worst riots the country has witnessed since gaining independence from France 26 years ago.

Daunting problems

President Chadli has taken steps to liberalise the agricultural system by renting out state land and allowing the price paid to producers to rise.

Economic paralysis and political paradox have temporarily become Burma's most visible characteristics as it stumbles towards a future finely balanced between optimism and accelerating disaster.

In the past two months, troops, acting in the name of democracy, freedom and economic liberalisation, have shot dead and wounded thousands of unarmed civilians demonstrating in support of democracy, freedom and economic liberalisation.

It costs a satchel full of bank notes, in kyats perversely denominated in tens, 15s 6d and 90c worth about \$200 at the official rate of exchange, to rent for the day a beaten up 26-year-old Australian-built car with a plastic can in the front seat acting as the petrol tank and a driver chain-smoking green cheroots.

The cost of using public transport, when it operates, has soared to the point that the average price of a daily return journey to work, often spent clinging to the outside or roof of the vehicle, is equivalent to daily public sector pay rates - about \$2 at the free market rate of exchange. Not surprisingly many workers only turn up on pay day.

In Rangoon's once smart Strand Hotel the only choice offered is between ochre-coloured water from the hot tap and sepi-coloured water from the cold (the temperature is common to both). The nominal staff-to-guest ratio last week was 70-1. Evidence that a six-week general strike had been broken was provided by two young ladies who sat solemnly for several hours in the hotel's handmaids' waiting room.

Burma's military government is in a similar situation. It, too, has not sold anything for at least three months. It has defaulted on its foreign debt of \$3bn-\$4bn, reserves are below \$20m and all external assistance has been halted.

The regime is also politically bankrupt. During August and September, millions of Burmese thronged the streets of the main cities demanding an end to the government which during the past 26 years has reduced one of Asia's richest agricultural nations into the world's ninth poorest.

When a spokesman for the regime told the United Nations at the end of last week that the situation in Burma was returning to normal, he was all too depressingly correct. More precisely, he could have said that by unleashing the troops to kill demonstrators, including schoolgirls, and to carry out summary executions of student activists, the regime had successfully, if temporarily, cowed the urban population.

Calm comes to Chile

Chile has not gone out of the headlines merely because the visiting foreign journalists are packing their bags and leaving. It seems that a genuine calm has fallen on the place after last week's riotous demonstrations celebrating the defeat of General Pinochet.

Not Warburg

The British Government's flamboyant attempt at displaying its European credentials, the creation of Treasury Bills denominated in European Currency Units, got off to a flying start yesterday.

Unsung

Lord Carrington, whose memoirs are published this week, was High Commissioner in Australia when England were not doing very well at cricket.

Chicago guru

Leo Melamed, sometimes known as the founding father of the financial futures market, is again congratulating himself



Buddhist monks join protesters during a demonstration in Rangoon last month

A spent regime clings to power

An Election Commission has been established, comprised of five venerable gentlemen, the youngest of whom is in his early seventies, to make arrangements for the polling. Political parties are being formed - five at the last count - and being legally registered.

By unleashing the troops to kill demonstrators the regime has successfully, if temporarily, cowed the urban population

Described by one of the few non-Burmese to have met him regularly as "socially, a very charming man", Ne Win's policies smack more of personal idiosyncrasy than a coherent political philosophy and are strongly flavoured by the predictions of his personal astrologer.

OBSERVER

Tories unite

The postcards from Brighton have been pretty thin on the ground so far, so have the jokes. The main news appears to be that the Tories have decided, once again, not to carry their internal quarrels too far.

Nice girl

Advertisement in an Essex newspaper: "Active person required to help on small-holding. Live in, own sitting-room and TV. Suit townsman who would enjoy country life or farmer's daughter."



"I'll look into it, Madam, but I'm sure your account is not being credited to lender's Cambodian drug money."

Melamed said. The pound was floated a few hours later, but not because of Melamed.

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vitality-needed foreign experience, these three form the nucleus of an organisation which could acquire genuine popular support.

The more radical respond to questions about their objectives with demands for information on where to acquire guns, although they have no weapons training. Thousands of students have fled to border areas where they have received a less than enthusiastic welcome from ethnic groups fighting for autonomy from Rangoon which are themselves short of weapons, ammunition and sometimes food.

It may be a situation which, unresolvable though it may appear to non-Burmese, the military regime thinks it can exploit in order to keep its grip on power. The Burma Socialist Programme Party has given birth to the National Unity Party, which, if there are to be elections of any sort, would be by far the best-funded and organised. A combination of media control, military intimidation and public ignorance might be enough for a victory to be declared with the opposition parties possibly damned if they do not.

The army itself has maintained its unity due to remarkable personal loyalty to Ne Win among the senior ranks, together with additional food supplies, extra pay and endless propaganda for the men who shoot demonstrators.

In the wake of the latest killings, the industrialised world has turned its back on the regime. Japan, whose \$200m contribution last year was 80 per cent of the total, has told the military that it will only reopen negotiations when a political settlement consistent with the wishes of the Burmese people has been agreed and when economic reforms have been initiated. On that it appears adamant.

By implication, neither condition could be met while Ne Win remains the de facto ruler of Burma. The latest batch of rumours has him about to leave for Austria where he is due for annual medical treatment, or alternatively seeking to negotiate a deal with U Nu which would guarantee his safety in the country while undermining the rest of the opposition parties.

If a swift, clean break could be effected now, his successors would face a mammoth task in rebuilding a country which is half a century behind parts of Asia, where the state machinery has virtually collapsed and in which corruption among officials has become a way of life. But the longer he delays accepting the inevitable, the more public anger and frustration will build, spilling over into the acts of savagery witnessed last month when four military intelligence agents were trapped by the crowds and beheaded. It was as shocking as it was uncharacteristic of a people who, for all their deprivations, have endured with a smiling fortitude the past quarter of a century.

NOTICE 1 To the Holders of the BEARER WARRANTS to subscribe for shares of common stock of DIESEL KIKI CO., LTD. (issued in conjunction with an issue by Diesel Kiki Co., Ltd. (The "Company") of U.S. \$50,000,000)

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James Buxton asks whether Scotland is enjoying a boom or simply a recovery

Not taking the high road yet

ON the north bank of the Clyde in Glasgow two Victorian buildings, a pumping station and a red brick rotunda, stand in former dockland, their original uses long since abandoned. At the end of last year the rotunda reopened with French and Italian restaurants and wine bars, and later a complex of three classy restaurants opened up in the pumping station.

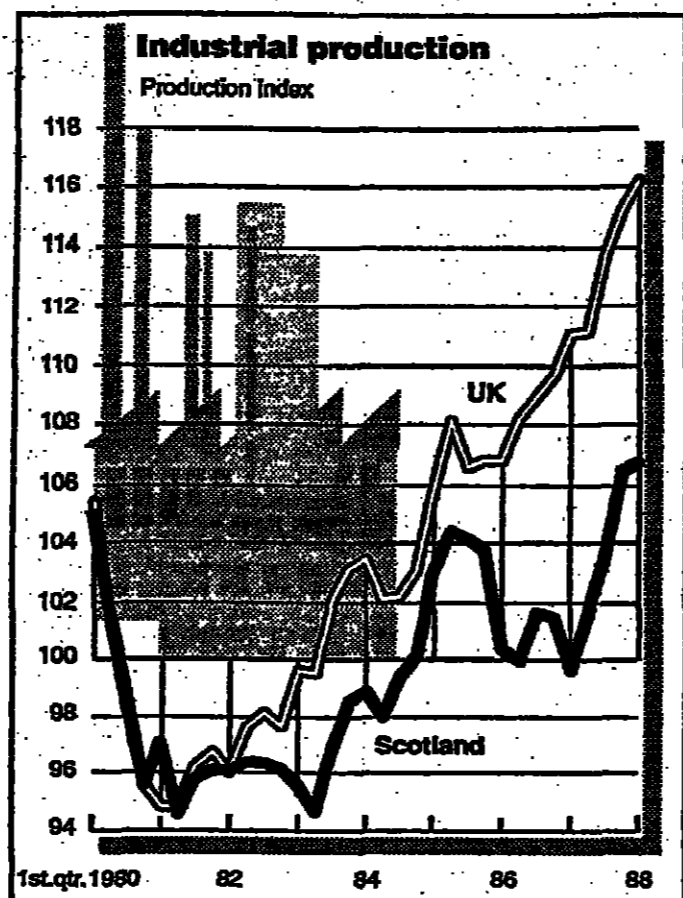
You don't have to go inside any of them to see that they are doing well. You need only look at the Jaguar and the executive Fords and Saabs in the car parks at lunchtime to realise that Glasgow business people are coming to this once derelict location in droves.

This little display of yuppiefication is one of the more encouraging things that are happening in the Scottish economy. In Glasgow a decade of schemes to revive the city are bearing fruit in ways which have the men who launched them rubbing their eyes in delighted surprise.

The recently-ended Garden Festival is reckoned to have paid for itself many times over in improvement to the city's image. BP, which promised to move between 50 and 75 senior executives to Glasgow when it took over British in February, is voluntarily transferring 400 to 500 top staff to the city.

In other parts of Scotland, too, there are signs of revival as an economy based more on services and on medium-sized manufacturing emerges from the ruins of one that was excessively biased towards heavy industry. But, just as Glasgow still has appalling housing estate townships and an unemployment rate of almost 19 per cent, so what is happening in the rest of Scotland adds up to much less than the "economic miracle" that Mrs Margaret Thatcher called it earlier this year.

"The Scottish economy is having a recovery, not a boom," says Dr Jim Walker, an economist at the Royal Bank of Scotland. There is no sign of the overheating that is afflicting the South-East of England - the roads are not intolerably congested and there has been no roasting house price boom, except in a few market sectors. There are labour shortages despite the 11.2 per cent seasonally adjusted unemployment rate (the third worst in Britain), because too many



people are untrained and the skills of the many long-term unemployed have atrophied.

Whereas unemployment in the rest of Britain began to fall consistently from the middle of 1986, in Scotland the fall started a year later and has been slightly slower. The year 1986, good for the rest of the UK, was bad for Scotland as the collapse of oil prices caused a loss of confidence, job shedding and industrial closures in the oil supply industry.

Furthermore the domestic consumer boom which Britain has been enjoying was not what the Scottish economy needed most: its manufacturers are biased towards investment goods (such as Weir Group pumps and IBM personal computers) and are oriented to exports. It was not until the middle of 1987 that business surveys began to record high levels of confidence.

Lately demand from the Scottish economy itself has risen to match that coming from the rest of Britain and from exports. Furthermore this year there are signs of a remarkable upturn in offshore oil development activity, confounding the experts who believed there would be no recovery until crude oil prices got back to \$20 per barrel (they are currently at about \$18).

The industrial sectors that have done well are engineering, food and, until a recent downturn caused by poor exports, textiles. Electronics - concentrated in defence and in largely foreign-owned processing equipment and chip manufacture - has done little more than climb out of its 1985 recession. Construction is flourishing in some areas, particularly Glasgow, and there has been a healthy increase in retailing and financial services.

Mr Grant Baird at the Royal Bank believes Scotland may be growing as fast as the rest of the UK economy.

But now uncertain noises are emerging from industry, though they have yet to be confirmed by surveys. The effects of the recent sharp increases in interest rates are being added to those of the strong pound which has been hitting the export sector.

"The pace here was always slower than the rest of the British economy and the combination of interest rates and the strength of sterling may mean us seeing an erosion of confidence and a slowing down

chisel away at the monolithic housing estates of the Labour-dominated councils, and private state industry, council and hospital services. A plethora of practical and financial aids have sprung up to help more businesses to start up and businessmen to perform better. One of the aims of Enterprise Scotland, the proposal recently endorsed by the Prime Minister for a new, single training and business development agency with many local outlets, is to make these services stronger.

The results are hard to quantify. Figures for new VAT registrations for 1988-89 suggest that Scotland has a faster rate of business formation than other northern regions of Britain, though it also has a smaller proportion of total UK VAT registrations than it has of the UK population.

Local authorities still play a crucial role in determining how fast an area develops. Glasgow's success is partly due to a pragmatic alliance between its Labour council and its business community. By contrast Edinburgh may only now be shaking off some of the shackles imposed by a Labour council formerly unsympathetic to service industries.

In Clydebank, west of Glasgow, the Labour council recently voted by a narrow margin to allow construction by an American company of a private hospital catering only for foreigners which should create nearly 2,000 direct and a further 2,000 indirect jobs in a high unemployment area.

One person closely involved in enterprise development admits: "It's a slow process: it's better than it was but there's an awful long way to go."

Is the root of the problem Scotland's peripheral location, on the fringes of a highly centralised Britain? There is little doubt that far more could be done by a government generally unsympathetic to regional aid to improve Scotland's transport links with the south - by connecting it to the British motorway network, for example, in both east and west. But the positive thinkers, looking to outlying but prosperous parts of, for example, Italy or Spain, take a more robust view: the first thing is to generate a vibrant economy, then more people and businesses would stay in Scotland. Here and there are signs that this is happening.

Agricultural trade policy

Why it's time to end the hand-wringing

By Clayton Yeutter and Richard Lyng

UNsound agricultural trade policies affect everyone: rich nations and poor nations, exporters and importers, farmers, consumers and taxpayers.

Farmers are driven off the land, food is produced in the wrong quantities in the wrong places, consumers eat less well than they should, and taxpayers pick up the tab for all the distortions. Developed nations face budget crises, while developing countries simply cannot compete with the national treasures of the big boys.

This appalling situation has been created by governments, and governments must solve it. All major trading nations share in the blame, and all must share in the solution.

The proper forum for trying to put an end to this madness is the Uruguay Round of the General Agreement on Tariffs and Trade (GATT). Everyone agreed to an attempt at worldwide agricultural reform when we launched the Uruguay Round in Punta del Este in 1986. But we are still in a fierce debate over how far and how fast reform will take place - a question that must be addressed when the GATT trade ministers meet in Montreal this December.

This contentious problem is rooted in the attempt by nations to provide their own farmers with advantages over their competitors. The latter have naturally responded in kind, putting the world into an escalating spiral of government involvement - at great cost to taxpayers, consumers, or both, and often with little or no long-term benefit to farmers.

In many countries, import restrictions and price supports keep internal agricultural prices high, thereby stimulating over-production. When surpluses occur, export subsidies are used to unload them on the world market, thus undercutting the ability of farmers in other nations to make a living. Any country that fails to join the fully liberal market share.

Almost every government maintains distortive agriculture programmes of one kind or another. Our European colleagues have said repeatedly that there are no angels in agriculture trade. We agree.

The question is how do we get closer to heaven?

Some of us have tried periodically to move toward reform on our own, only to see our market share deteriorate. The United States, for example, has taken nearly 80m hectares of land out of production in recent years and we have also reduced target prices. The EC has adopted a "conservation reserve" of its own, though on a much smaller scale of about 1m hectares. The Community's 1988 budget disciplines are also a step in the right direction. Though the disciplines are modest, they none the less constitute a substantial political achievement. The Community has at least slowed the trend toward ever-larger government involvement in European agriculture.

These have been difficult steps for both the EC and the United States. The reason they are so difficult is that political leaders understandably hesitate to forgo a perceived economic advantage unless others are prepared to do the same. Unilateral disarmament is no more attractive commercially than it is militarily. That is why we must attack agricultural distortions multilaterally. We must find solutions that all can embrace - solutions that give no one an unfair advantage over his competitors.

Should we be motivated to find such solutions? We certainly should. A recent study by the Centre for International Economics in Canberra shows that there are immense benefits to be had by all if we can solve this global problem. According to that study, agricultural liberalisation would create 3m additional jobs throughout the European Community, provide a 2.5 per cent increase in the average real wage per Japanese worker, provide a \$26bn annual increase in real income for developing countries, and reduce the US budget deficit by \$7bn. Isn't that worth doing?

Because all of us suffer from this present-day chaos, because government involvement is the primary culprit, and because reform must come multilaterally, the United States believes that the Uruguay Round of trade negotiations is the logical place to develop solutions, and

LETTERS

'Political suicide' may be a premature judgment

From Mr Robert C.B. Mackenzie.

Signs of "political suicide" may be premature for General Pinochet.

Robert Graham ("Recovering a lost democracy," October 7) rightly suggests that a Pinochet candidate would have an "infinitely better chance of winning." In other words, such a candidate will be preparing for the elections in December 1989 with at least 45 per cent of the vote, against a series of candidates as yet unknown

and certainly inexperienced (at least for the last 15 years).

These candidates will represent a rainbow of political convictions, including the Christian Democrats and various groupings of the left. They may have agreed on the "no" vote but Christian Democrats will find little in common with the largest communist party in Latin America and the far left, when they try to form the basis of a coalition.

Having successfully restored the democratic process, the

Halting the patent-busters

From Mr J.D. Chapman.

Sir, Your article on generic pharmaceuticals ("Copied medications prove a bitter pill to swallow," September 30) did not mention one important aspect.

Whilst in the UK generic manufacturers play by the rules, the same cannot be said for other countries, both inside and outside the EC. In these areas patent protection is largely meaningless and manufacturers have little respect for the honesty of tight systems.

This enables companies to manufacture patented pharmaceuticals for consumption in non-observing territories well in advance of the patent running out. They are then well placed to enter the UK market

Some engineers are at the top

From Mr Denis Filer.

Sir, Michael Dixon asks "Lord, how long?" of the sufferings of engineers ("Latest indicators," main executive pecks, October 5).

I cannot argue with the fact that chief engineers are bottom of the list compiled by the P-E Inbacon consultancy. There is also a 1988 salary survey produced by Remuneration Economics and The Engineering Council, showing that chief engineers are still below those for other professions.

There is, however, an important aspect which Michael Dixon has ignored. Many engineers figure in categories throughout the P-E Inbacon scale, not just in R&D, sales, marketing and production, but

Royal Opera House development: opening the floodgate to abuse

From Mr James Monahan.

Sir, Colin Amery sees the Covent Garden Community Association's objections to the Royal Opera House (ROH) development plan as irrelevant and perverse ("Planners face landmark issue," October 3). He does not ask why the Community Association took legal action in the first place and he sidesteps the legal implications of the consent to the scheme.

Mr Amery is saddened by our expensive legal dispute. So are we. If the development plan had been examined within the appropriate forum of a public inquiry, the Community Association would not have needed to go to law. The controversial nature of the plan justifies, per excellence, this form of public scrutiny.

There are two bodies which could investigate a public inquiry

the major consideration and should overrule statutory plans. We are supported in this by the Town and Country Planning Association and the Countryside Commission. If financial expediency is elevated to this pre-eminent position, then the floodgate is opened to abuse of the planning system.

Lord Jenkins ("Plans that fall sadly short of glory," September 23) expresses basic principles and facts. One fact, conveniently and consistently forgotten, needs repeating: the nation did not spend \$2m buying land for the Opera House so that its directors could build offices and a car park. The land was given to the ROH for cultural purposes.

James Monahan, Covent Garden Community Association, 45 Short's Gardens, WC2

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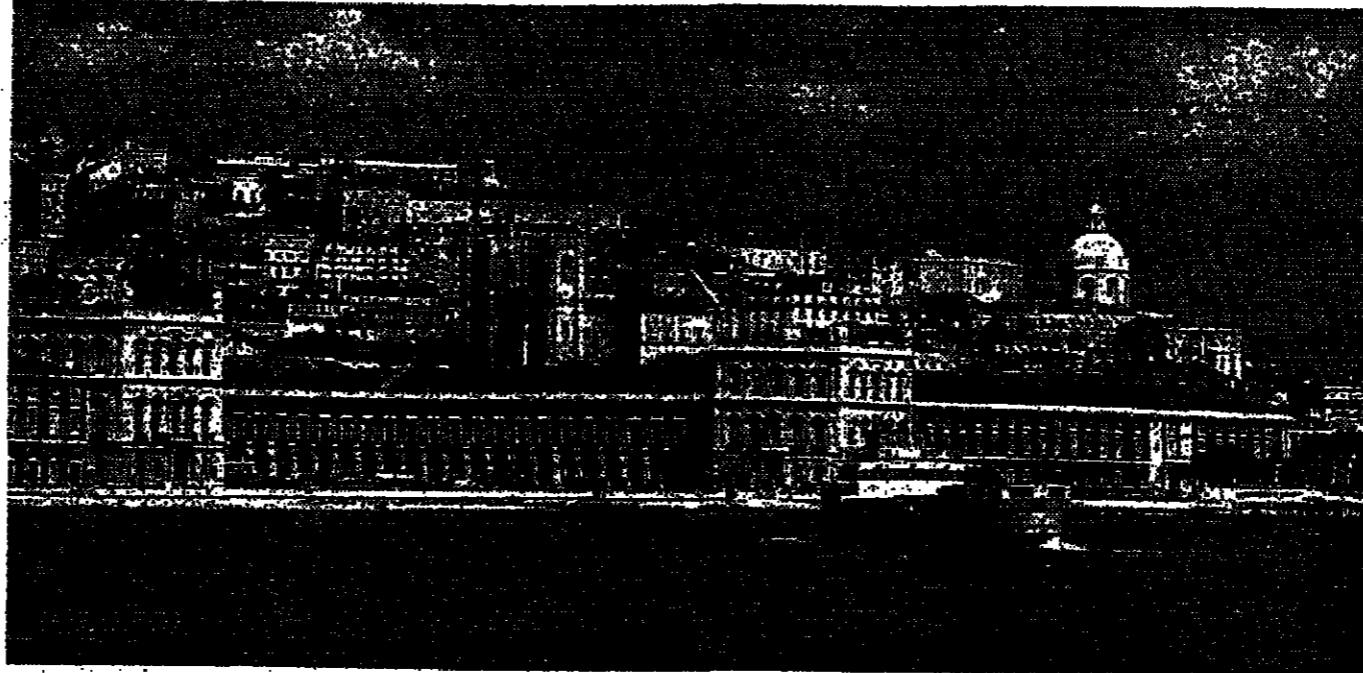
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FINANCIAL TIMES SURVEY



After years of backwardness, isolation and economic protection Portugal is now on

the road towards European integration. Diana Smith looks at the country's two years of EC membership and the changes that still have to be made as 1992 approaches.



Portugal



Lisbon from the river Tagus: the city is only now getting over a fire which devastated the 19th century Chiado shopping district in August. Above: Rosa Mota the athlete who took the marathon gold in Seoul, last month and showed the world the best of Portugal

In the steps of Rosa Mota

ROSA MOTA, the tiny Portuguese marathon heroine who fought her way to Olympic gold on the hot and humid streets of Seoul, today stands as a symbolic proof to millions of compatriots that even the seemingly impossible can be achieved. All it needs is the application of stamina, unshakable determination and a willingness to endure pain.

Carlos Lopes performed the same feat in the Los Angeles Olympics four years ago. The two champions have shown the world the best of Portugal.

For Rosa Mota, victory was not just a matter of super-running against strong competition. She fought her way to Seoul in spite of the shabby carpentry of pompous Portuguese Athletics Federation officials. In spite of the pressure, she was a rare example of grace under stress.

Braving threats from the federation that she would not be sent to Seoul if she did not train their way and register with them, she stuck to a training routine, devised by Jose Pedroso, her friend and trainer, that helped her to win nine of the 12 marathons she has run. She showed her compatriots that the individual who knows his talent, works himself out

it with good professional advice and tests it against equally-strong talents, can triumph against stuffy bureaucrats who try to whittle a precious asset down to a size compatible with their limitations.

Portugal is now running its hardest marathon. The course is rough and long. The country is leaving behind generations of backwardness, isolation and economic protectionism. Now it is pounding towards the goal of development, European integration and an enhanced international status.

As it labours towards that goal, a vast learning process is under way. Individuals are discovering new strengths. Officials are learning to accept new limitations, resisting the temptation to force citizens into centrally-planned moulds.

The country is rethinking its natural, human and intellectual resources.

In education, priority is at last going to the best possible training of children and adults. Mr Roberto Carneiro, the idealistic Education Minister who was instrumental in unblocking Rosa Mota's road to Seoul, is battling to undo in a few years the mistakes and neglect of centuries.

In agriculture, which still absorbs 20 per cent of the active population, great strides have been made towards more rational distribution of the right crops for the right soil conditions, quality and understanding of fundamental laws of farming.

Portugal has successfully negotiated in Brussels for a well-financed, balanced transition from unproductive outsider to full member of the Common Agricultural Policy. New vitality in the Agriculture Ministry and IPADAF (Agricultural and Fisheries Development Institute), which channel EC funds to deserving farmers, enhanced by the avid response of thousands of small or large farmers, has electrified a once-somnolent sector.

Industry too, will be assisted in its difficult transition towards EC integration. The young, open-minded team at the Ministry of Industry,

introduce new banks, companies and ideas.

Business administration schools have appeared and are forming a new breed of skilled managers. The latest is the Instituto Superior de Gestao (Higher Institute of Management), partly-funded by private enterprise, which will augment the work of older-established units at the New and the Catholic Universities.

The country's clever and successful young high flyers - and even the not quite so young - have gained a dynamic of their own that has little patience with the creak and shuffle of Portugal's financial bureaucracy, arguably the most restricting residual of a 60-year era during which the Ministry of Finance, huddled in its cavernous premises by the River Tagus, regulated the most trivial aspects of the life of other ministries, Portugal's

and financial operators who clamour for a marketplace freed of petty rules and subject to sensible, flexible regulation.

Tensions between the Finance Ministry and financial operators simmer endemically and erupt periodically when the Ministry launches a broadside of finicky legislation, superseding equally finicky legislation passed a few months before.

The social dialogue, which the government claims to be a priority, takes regular nose-dives when business or finance or labour feels offended by rushed, occasionally-botched economic legislation that is presented as a *fait accompli* in spite of vows of public consultation.

There are latent contradictions in a government that boasts highly-skilled ministers and secretaries of state, but that appears resistant to the core to practising the virtues of

how to listen and convince himself and professional colleagues that it is worth paying attention to and respecting non-cronies.

For it is a reluctance to listen - on the economy, labour and health issues - that has triggered unnecessary conflict.

"Papa State" in 1988 is not always inclined to respect the intelligence of citizens tired of peremptory decisions.

Meanwhile, Portuguese citizens - like Rosa Mota in her marathon - are learning that with patience, an ability to pace themselves and a capacity for pain, battles with obdurate officials can be won.

Their reward is a new sense of dignity. No longer are they the deferential cogs in a system where once everything was *inho* - a phrase that harks back to the *homeminho*, the little man in his little house with his little job.

Forthcoming revision of the 1976 Constitution will erase the jargon of state centralisation and anti-private enterprise, permitting without fear of constitutional restraint, a re-balancing of the economy and citizens' lives. Along with it will go the last alibi for inertia.

In future, marathon runners (whether literal or figurative) will expect clearly-marked routes.

INSIDE. Economy: Conflicting personalities 2; Constitution: Horse trading over reforms 3; Modernisation: Bankers in front line 7; Education: taking priority 11; Tourism: Boats of Lisbon 14

Energy and Mining is on the one hand striving to provide intensive care while the ailing state sector is pruned, and on the other trying to meet the needs of a fast growing private sector.

Portugal abounds in small industries. Their chances of survival depend on their capacity to tone up before the certi-

financed as education, culture has become a national right and is no longer an elitist's prerogative.

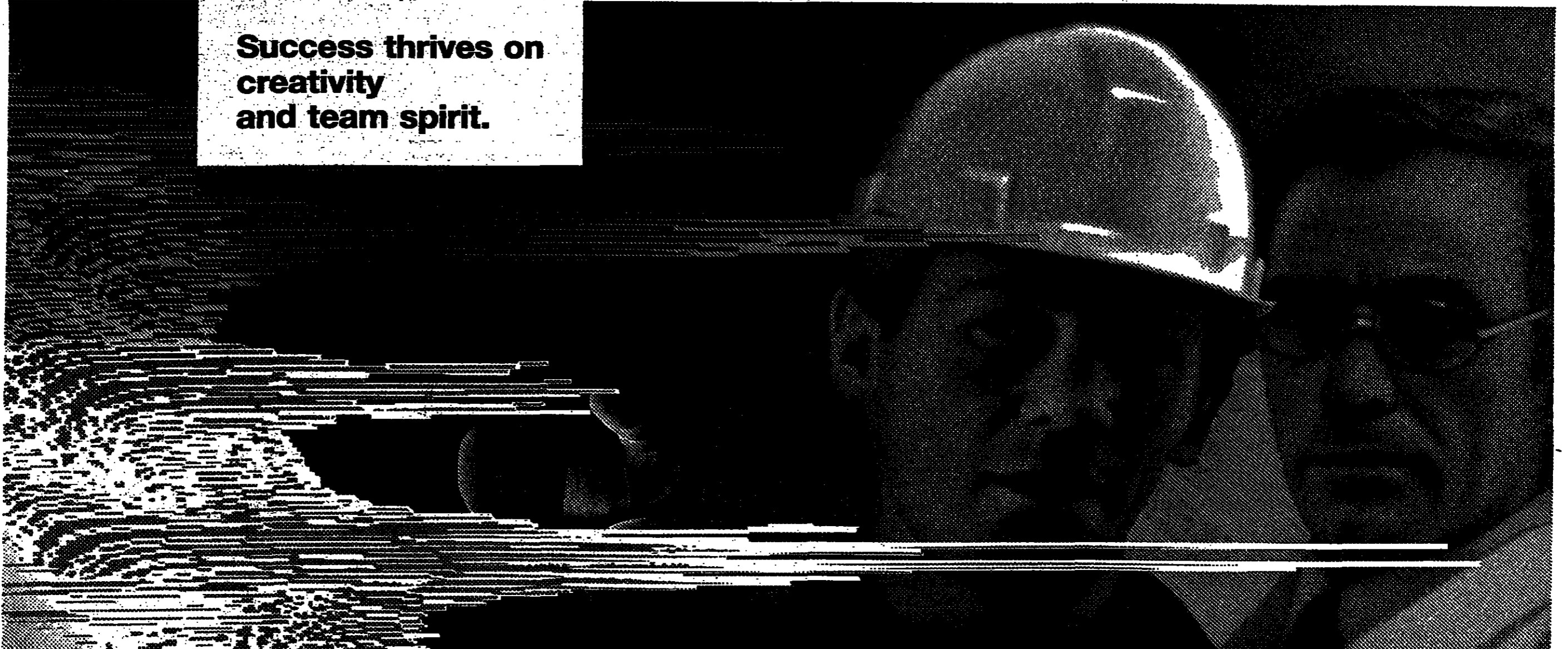
In finance, professional management and innovation have been pushing to the fore since the state began to release its grip on the financial system in 1984 and let private enterprise

citizens and the nation as a whole.

Financial centralisation has receded a little since 1984, and since the left-leaning strictures of the 1976 revolution. But the Finance Ministry and Bank of Portugal as institutions still enjoy delaying and controlling powers that raise the hackles of a swelling army of bankers

consensus and liberalisation that are so assiduously preached. This has dented the popularity of Mr Anibal Cavaco Silva, a figure who epitomises the dilemma. On the one hand he patently wants liberalisation, but on the other he lacks the conviction to accept the rules of the market place that follow logically

Success thrives on creativity and team spirit.



If a company intends to be one of the leaders in its industry, it must do more than merely keep pace with the requirements of market, environment and society; it must play an active part in helping to shape progress.

The effectiveness of successful companies is a result of many factors - but, in the final analysis, it depends on the creativity and team spirit with which the company's employees tackle their tasks and objectives.

We at BASF deliberately adopt this standpoint as a general principle: by considering problems from many different perspectives,

by active transfer of knowhow and technology from different areas of operations, and by constructive cooperation with our partners in industry and society.

For example, our commitment to chemistry and engineering has enabled us to develop products and processes for recovering energy from residue incineration.

Not only do we ourselves benefit from this in terms of cost effectiveness and environmental protection; it has also brought economic benefits for public incineration plants, in cooperation with local and government authorities.

Other examples include development projects and results for car manufacturers: improved design solutions, using plastics, for such components as fuel tanks, engine induction pipes, leaf springs or cardan shafts are only possible because the creativity of technical service personnel and engineers is being used in a team effort with manufacturers of mouldings and motor vehicles to solve difficult problems.

Advances based on services of this kind account for the success of our Group. They provide confirmation and a constant

challenge to declare our faith in creativity and team spirit as a lasting foundation from which promising ideas are developed and consistently put into practice.

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PORTUGAL 2

ECONOMY

A mix of three conflicting personalities

THE 1950s film, *The Three Faces of Eve*, portrayed a woman with three conflicting personalities.

The Portuguese economy suffers from a similar clash: one *Eve* is sunny and healthy, the second is slightly furtive yet assertive, and the third is lethargic and at times intractable.

The buoyant face of *Eve* is one of energetic consumption, rising living standards and dynamic growth of investment and production, with massive funds from the EC and a domestic budget for better infrastructures that can move goods and people faster and more efficiently. Thus young people and adults can be educated for a skilled role in their country's life, agriculture and industry boosted, the quality of tourist facilities and of telecommunications raised and Portugal strengthened as never before.

Investment grew by 15 per

ise and mechanise.

In the north, factories are expanding rapidly and adapting to European standards. Investors from the EC and from the US, South Korea, Thailand and Japan are setting up new plants, forming joint ventures with Portuguese operators or acquiring companies.

After a difficult period Japanese investment picked up when Portugal joined the EC. Settsu, Japan's largest paper board corporation, has just bought 15 per cent of the fast-growing Portuguese paper company Matrena.

People are not just coming to visit as tourists or set up companies - foreigners have bought real estate worth \$400m

| | Apr 88 | Apr 87 |
|------------------------------|--------|--------|
| Current account | 1119 | 636 |
| Merchandise (fob) | -1982 | -3506 |
| Services | 987 | 1282 |
| Medium and long term capital | -902 | 80 |

It makes a change from emergency gold sales in the late 1970s and swags of gold for emergency Bank for International Settlements financing in the early 1980s.

GDP this year is expected to grow by 4 to 4.2 per cent - compared with 1987's 5 per cent. The authorities seek 3.5 per cent in 1989.

Were this all to the economy, there would be unreserved cause for the self-praise that the Prime Minister and Finance Minister delight in. But there is more.

The second face of *Eve* is the submerged, small-time, odd job economy that may represent as much as 20 per cent of GDP. It relies on cheap labour, often female or juvenile, on ingenuity rather than efficiency and tinkering rather than management.

Pre-1974 Portugal was a nation of a handful of big-time farms and a vast majority of tiny farms, tiny shops, tiny factories with fewer than 10 hands, doing things on the cheap in blithe disregard for quality control, delivery dates or market rules. What mattered was to do something; whether it was effective, was another matter.

Standards were not too important when colonies could only buy from the motherland. The sales of new competition have blown thousands of little manufacturers into rough water. Clients now demand higher quality and punctual delivery, while education is catching on, reducing the once-huge pool of docile labour prepared to work 12 or 14 hours a day for meagre subsistence wages.

EC membership exacts a high price from those who have not been equipped to handle it: just as the new colossal, cheap and efficient suburban supermarkets are gobbling up the small traders.

The submerged economy keeps unemployment low at 7 per cent and offsets a disgraceful lack of welfare benefits: it absorbs the less-gifted into some kind of occupation but, while in many respects it is

| End of period outstanding amount | 1982 | 1983 | 1984 | 1985 | 1986 | 1987 | 1988 |
|----------------------------------|------|------|------|------|------|------|------|
| Non-monetary debt | 12.8 | 13.3 | 13.9 | 15.6 | 15.4 | 17.6 | 18.6 |
| Monetary debt | 0.71 | 1.15 | 1.05 | 0.98 | 0.88 | 0.79 | 0.46 |
| Total debt | 13.5 | 14.4 | 14.9 | 16.6 | 16.3 | 18.5 | 17.1 |

enterprise.

Each year the state borrows more to service the debt it has borrowed to service - and so on. The vicious circle can be allowed but not stopped by funds accruing from privatisation but delays by every government since 1975 in using the surgeon's knife on its creaking red-tape obsessed machine have cost Portugal dearly.

Despite improvement, Portugal still lingers on 'ambrosia', obliging entrepreneurs to postpone important decisions while they wait for a Minister or his department to agree to what in other countries would be handled by autonomous bodies.

EC membership has exposed state lethargy to some electric shock treatment. The Treaty of Rome bans state trading

monopolies in which Portugal specialised, and Brussels disapproves of governments taking over huge debts of the state's worst losers (steel, basic chemicals and shipbuilding) - unfair competition, it says.

It is a bit of a trauma for the country's technocrats, used to inventing rules and changing them at will, to be rapped smartly over the knuckles by Brussels.

Another welcome change is abolition of the Foreign Investment Institute, established 1976 to channel, authorise and control foreign investment. Gone - unless Bank of Portugal bureaucrats amend ways they vow are now open-minded, and revert to the dreaded days of professional analysis of and comment on every slip of paper that came their way - will be the selection of would-be foreign investors to lectures by Investment Institute officials as to how to run their business.

An urge to control does not die in an instant. While many technocrats recognise the urgent need for less state, they have some trouble keeping their hands off forms in triplicate, the high-falootin' plans (rarely put into practice) and the paraphernalia of petty power in a system that long ran on the assumption that the citizen was intrinsically wrong and the state intrinsically right.

That assumption explains the shadows passing over the sunny face of *Eve*, and why the body economic steps out briskly with the right leg but limps with the left. Corrective message has been applied in the last couple of years but not enough for the patient to walk with untroubled ease.

Diana Smith

| | 1983 | 1984 | 1985 | 1986 | 1987 |
|---------------------------|-------|-------|-------|------|------|
| Machinery imports* | -15.4 | -14.3 | 4.9 | 24.3 | 38.6 |
| Commercial vehicles sold* | -34.6 | -32.0 | -2.1 | 36.1 | 71.1 |
| Construction sales | -2.1 | -12.7 | -4.0 | 2.9 | 7.8 |
| Cement† | -23.6 | -5.3 | -10.8 | 18.5 | 32.9 |

| | 1983 | 1984 | 1985 | 1986 | 1987 |
|---------------------------|-------|-------|-------|-------|-------|
| Food and beverages | 423.5 | 553.5 | 651.9 | 711.4 | 773.7 |
| Clothing/footwear | 397.5 | 494.9 | 610.2 | 733.3 | 872.3 |
| Housing expenditure | 417.3 | 558.3 | 685.4 | 736.1 | 790.4 |
| Miscellaneous | 387.3 | 465.6 | 595.9 | 699.6 | 751.7 |
| Total (excl. house rents) | 414.6 | 536.1 | 636.5 | 714.3 | 781.7 |

cent in 1986 and 19 per cent in 1987. It is paying off in 1988's industrial production growth of 6 per cent to June despite a drop in food processing caused by bad weather and more food imports from Spain.

Real wage gains in 1986-1987 kept private consumption brisk, with 9 per cent growth last year - an inflationary factor to be watched, while remembering that Portugal started from far below EC averages. The forecast for 1988 private consumption growth is 5.8 per cent, held back by the double blow since June of high inflation and tough containment of state sector wages (but not of private sector salaries).

Exports in 1987 reached a record \$9.1bn, and grew by 11 per cent to June 1988. They are outstripped by imports - \$12.5bn in 1987 and likely to grow by 17 per cent in 1988.

But in this import growth is a strong capital goods element reflecting the desire to modern-

this year, more than ever before in Portugal's history.

In 1988 direct new foreign investment (portfolio investment cooled in the stock market slump, from last year's \$700m) may reach \$1bn, a figure that exceeds the stock of direct foreign investment from 1926 to 1986.

External accounts, despite a widening trade gap (\$2.12bn by June) are still in the black, thanks to capital flows and easier servicing of a lower foreign debt.


Strong currency reserves let the authorities cut the gross foreign debt by almost \$3bn since December through early repayment. The Republic of Portugal has thus repaid more than it borrowed for the second year running. At market prices, gold reserves of 625 tonnes plus currency reserves cover the \$18.1bn foreign debt to enhance them the Bank of Portugal recently bought three tonnes of gold.



KEY FACTS AND STATISTICS

Title: The Portuguese Republic
 Population: 10.3m.
 Capital: Lisbon; main cities - Oporto, Setubal, Coimbra, Aveiro and Braga.
 Language: Portuguese.
 Labour force: 4,579m
 Area: 92,072 sq km.
 Head of State: President Mário Soares.
 Head of Government: Prime Minister Anibal Cavaco Silva.
 Political system: Republic with legislative power vested in the Assembly of the Republic and the Government.
 Ruling Party: Social Democratic Party (PSD).
 Currency: Portuguese Escudo (Esc), equal to 100 centavos.
 Exchange rate: Esc 154 equal to the US\$1; Esc 259 to £1, (Sept. 1988).
 GDP, 1988 forecast increase: 4% to 4.2%; 4.7% in 1987.
 GDP per capita: \$3,677 in 1987.
 Inflation: 10% in August, 1988.
 Trade: imports, half year to June, 1988, up 9% to \$8.8bn; exports up 12% to \$4.5bn.
 Industrial production: 3% growth rate in half-year to June, 1988.
 Current account balance: forecast for 1988, \$50m.
 Foreign debt: \$16.1bn in June, 1988.
 Debt service: as a % of GNP: 11.75%
 Gold and currency reserves: \$16bn.
 Employment sectors: Around 22% of Portugal's labour force is engaged in agriculture, 56% in secondary sectors and manufacturing and 43% in services.
 Unemployment rate: 6.6%.


Sources: Caroline Bell, FT Statistics Department; Bank of Portugal and government departments.



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PORTUGAL

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PORTUGAL 3

CONSTITUTION

Horse trading over essential reforms

THERE CANNOT be many members of the European Community with anything like the following sentence in their constitutions: "All nationalisation measures carried out since 25 April 1974 are irreversible conquest by the working class."

That is Article 83 of the Portuguese Constitution, drawn up after the 1974 revolution that overthrew 48 years of dictatorship and amended once, in 1992, to abolish the dominant role of the military in politics.

The Portuguese Left, a shadow of its powerful self of 1974, is still able, nevertheless, to use the Constitution in the courts and were it not for the willingness of the largely centrist Socialists to connive at changing it, the Government would be without answer.

As it is, Mr Cavaco Silva's first year in office with a majority Government has not been glorious. The Government bungled badly following the 1987 stock market crash, first by not reacting, then over-reacting.

They risk handing the PSD a major political triumph if they do. The opposition started the talks with three objectives: ● Introduce a West German-style mixture of direct and proportional representation in national elections.

for turning us down." The price will probably emerge in the way talks on the other two points turn out. Mr Constancio says that though both sides are near agreement, "these things can quickly turn sour".

will be over denationalisation, or privatisation, and the Socialists will have to fight their corner hard, even though their position in the talks is relatively strong. They are trying to insist that companies or institutions due to be privatised be done so publicly and not be off-loaded by the Government on to private buyers.

to make much progress in reforming the creaky national health system. "If we had even anything similar to the English system we would be very happy," complained a party spokesman.

Peter Bruce

THE COUNTRY'S LEADERS

The old rivalries remain



Anibal Cavaco Silva, Portugal's Prime Minister



Mario Soares, Portugal's President

THE PORTUGAL one works just outside town in a pink palace. The thin one works just behind Parliament in a white town-house.

Between the two men lie not just the two miles separating their places of work but so many contrasts that under mundane circumstances they might never have met.

How can he lose? If inflation rises or labour laws turn tough, it is not up to Mr Soares to find solutions. He can listen to citizens' grievances while never being seen to touch official policy.

see in themselves - hospitality, tolerance and coziness. No one would accuse Anibal Cavaco Silva of coziness.

he developed into a respected economics professor as well as bank official and began to attract the notice of centre-right politicians.

Bent on shaking off Portugal's depression, Sa Carneiro made Anibal Cavaco Silva Finance Minister with a brief to boost the economy.

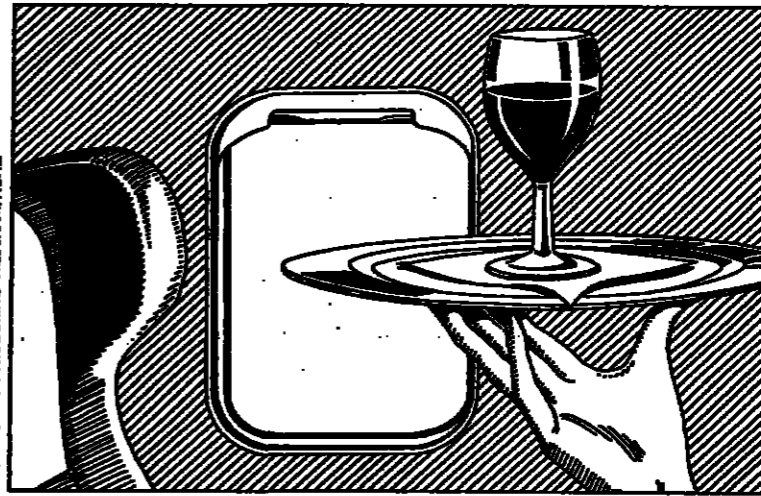
the economy again depressed and EC accession imminent, Mr Cavaco Silva again left the Central Bank, won the Social Democrat leadership then the 1985 and 1987 general elections.

have been uneven the practice has not always matched impressive, forward-looking speeches, in spite of a government that is rich in bright young men at junior level.

Diana Smith



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PORTUGAL 4

The north faces a critical situation as free trade dawn of 1992 approaches

Region has outgrown ramshackle infrastructure

THE NORTH, heartland of Portugal's private sector, is working towards Europe's free trade dawn of 1992 with one arm tied behind its back.

Even before the country acceded to the EC, the region had outgrown its ramshackle infrastructure. Today, the situation is critical. Government analysts for once agree that the problems of communications - both telephonic and transport - are not only the biggest drag on the region's potential to compete, they are also the largest disincentive to incoming foreign investment.

Examples are endless. To drive, for instance, from Oporto to Braga, just 40 kilometres, motorists must allow one hour and an half, while in five days of repeated attempts your correspondent was last month unable to telephone Madrid, despite clear lines through to Brazil.

Such hurdles do not sit comfortably with a region that otherwise is now, after initial doubts, looking to the era of a barrier-free Europe with more optimism than trepidation. Infrastructure apart, Portugal's enterprise-oriented north is convinced that its low labour costs, willing workforce and already export-conscious economy has much to gain from greater access to a market of 300m consumers.

With well-established textiles, clothing, footwear, wines,

cork and metalworking industries, the vogue themes now are improving quality and finding "niches" - key gaps in EC manufacturing where economies of scale do not apply and large corporations prefer to sub-contract.

The Portuguese have come to realise that joining the Community does mean a much bigger opportunity to do what they do well: create flexible small and medium-sized businesses able rapidly to exploit any chance available.

Before these goals can be achieved, however, substantial work must be done to build up communications. In fact, elaborate schemes, including road improvements south to Lisbon and east-west from Aveira as well as within the Oporto district, are planned and under way.

Considerable progress has been made on a new international airport and to improve rail services to Lisbon. But despite grants and loans from the World Bank, the European Investment Bank alongside the EC itself, in many cases plans are not matched by funding.

Mr Ludgero Marques, president of the Oporto-based Portuguese Industrial Association (AIP), insists that the capital is still biased against the region. "We make up 50 per cent of gross domestic product, 65 per cent of exports and have a much more dynamic tradition than the south, but we are

much weaker on infrastructure," he claims.

"The North has so many needs and resources spent here give much better results - we must have more help."

Funding notwithstanding, however, the region is getting on with the process of adapting to the new, medium-term outlook. Most significantly, the challenge of 1992 has fuelled the development of a handful of diversified holding companies that, it is hoped, will feed not only seed capital into the region, but also joint ventures.

Groups like Sonzi, Amorim and Etlidio Pinho, while often traditionally based around an original family company, are now diversifying from their core businesses. Giving sound backing to the new private sector banks, these companies are opening at least some of their shares to stock market quotation and looking for partners abroad.

Ms Jacklyn Cahill, the respected US consul for Oporto, believes that these links - Sonzi with French hypermarket interests, for example, Amorim with entrepreneurs like Carlo de Benedetti and Robert Maxwell - could form the motor for new growth in the region.

"As little as four years ago, everything was gloom and doom," she says. "Now the atmosphere has changed completely - you can feel the energy."

Shoemakers, the ready-to-wear clothing business and even small metalworking groups have seen orders expand in the last two years and new industries, such as the farming of sea algae, are emerging.

Nevertheless, Ms Cahill admits that scale is a factor that cannot be ignored, though in some cases it works to Portugal's advantage. Local producers, for instance, cannot compete with Spanish pepper production, but when it comes to certain specialist peppers they can fill the niche effectively and profitably.

Early season vegetables and cut flowers are two other sectors where the region's mild climate might enable it to steal

a march on rivals if the investment opportunities were there, but land tenure and ownership laws and the lack of expertise and economies of scale are a major hurdle for agriculture. Indeed, there is genuine and justified concern that a totally free EC market will swamp local producers.

Nor is the prospect of really substantial incoming foreign investment likely in the manufacturing sectors. While Dow Chemical and Texas Instruments will maintain and possibly expand their current activities and others, such as Coats Vyeila, the UK textiles giant, have also increased their investments, the crucial battle for the region's future lies with local middle-sized and smaller

firms, many already quite highly geared.

"A fully integrated company, well capitalised and structured should continue to do well," one local banker observed.

But the crucial labour cost benefit could easily switch across to South-East Asia - it is here that many companies, particularly in textiles, have got to be careful.

Regionally-based officials of the planning ministry are more than aware that the "niche market" philosophy is the key. "We look at the EC not simply as a market, but also as a battle-field between different regions," says Mr Antonio Taveira of the ministry.

In the Galicia market for

textiles, for example, we are battling with Catalonia."

Mr Taveira admits, however, that poor infrastructure is a central problem. "What we have got here is a number of markets separated by traffic jams," he ruefully observes.

Some 30 per cent of total EC regional funding designated for Portugal, valued at about 25bn, will be assigned to the region, but billions more are needed. In telecommunications also, desperate efforts are needed to overcome two-year-long waiting lists for telephones and four for telex.

But despite these problems, there are encouraging signs in the north. A new business school, part EC funded, is

opening in Oporto. The prospect of 1992 is forging new management skills and alliances and new thinking about companies' size and imagination about where new markets lie.

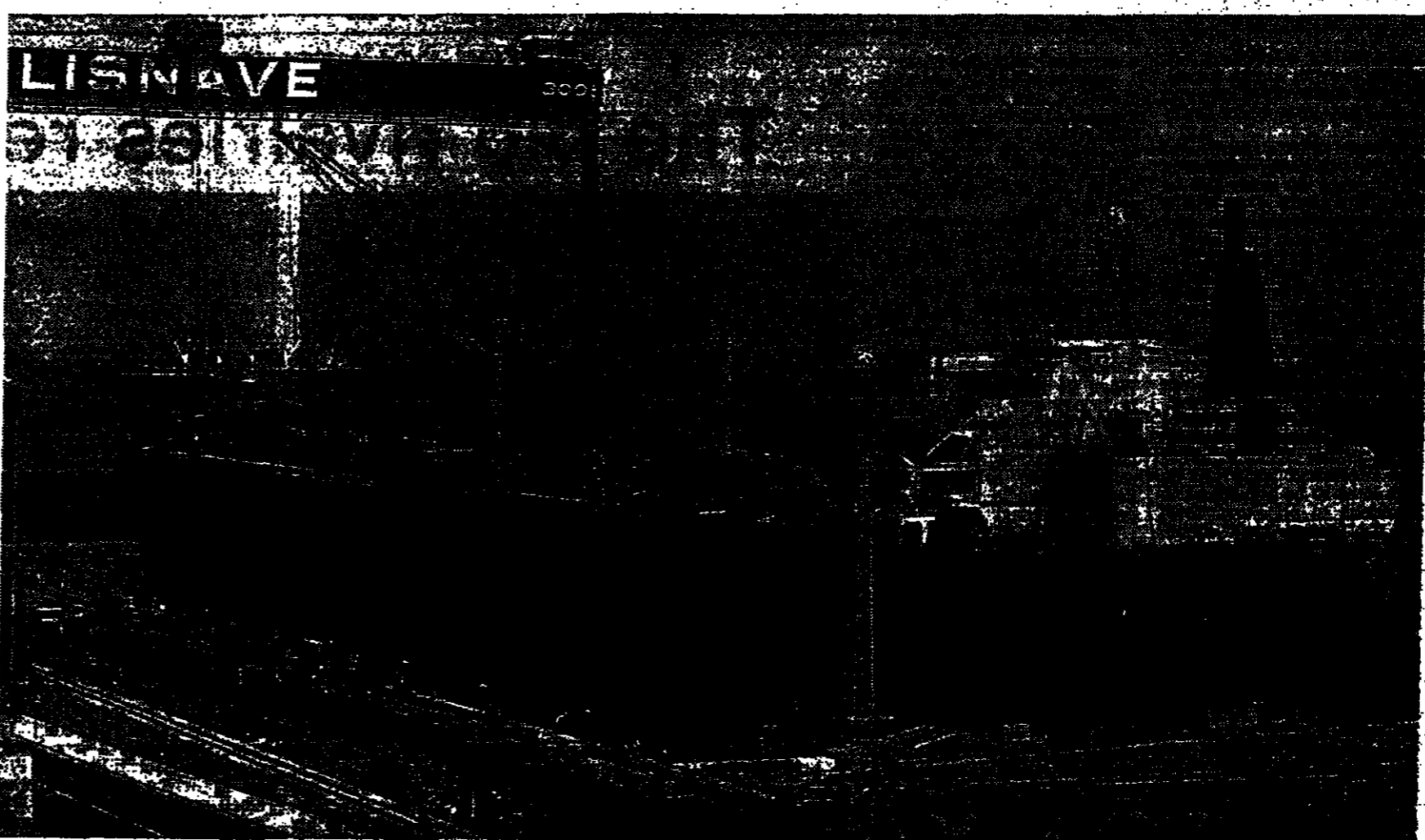
Despite the customary griping about Lisbon, Portugal's northern region is confident that with or without the capital behind it, it can and will come through.

"What we need is quality, versatility and an ability to adapt rapidly to changing circumstances," concludes Mr Marques. "We have always been good at adapting - these are optimistic times."

Ivo Dawson



Northern Portugal: the region's main problems are in transport and telecommunications



Historically a seafaring nation: this abbey is just outside Lisbon

PORTUGAL IN THE EUROPEAN TELECOMMUNICATIONS

ENVIRONMENT

Portugal's telecommunications have been developed with a view to meeting the actual requirements of Portuguese society.

In as much as our country's economic and social development after World War II lagged well behind the standards reached by most other European countries, the telecommunications market did not generate such demand pressures as would have produced greater development.

Over the last few years, however, stepped up efforts are being made to improve conditions and achieve a significant change, particularly as regards modernizing and expanding the telecommunications system.

There are three producers in this subsector - CTT, providing all the postal and those telegraph and telephone services not obtainable from the other two concerns; TLP, providing telephone services in the two main cities (Lisbon and Oporto); and CPRM providing intercontinental telegraph and telephone services. Their performance has been quite dynamic and up to a high standard in preparing to meet the challenges lying ahead.

The communications facilities they operate represent a significant proportion of Portugal's tertiary economic sector. Taken as a whole, in 1987 they employed 5.2 thousands of the Portuguese labour force, they accounted for 32.5 thousand escudos out of each million invested (GFCF) and they generated 70.6 thousand escudos per million of gross added value.

ORGANIZATIONAL STRUCTURE

The telecommunications subsector is made up of only three operating concerns is owed to historical reasons. CTT (Correios e Telecomunicacoes de Portugal) grew out of the old National Mail Service by installing and operating the various voice and cable networks made available by technological advance except for those in the cities of Lisbon (the capital) and Oporto which were built and operated under concession by Anglo Portuguese Telephone Company (APT). Upon termination of the concession agreement, a public company called Telephones de Lisboa e Porto (TLP) was created expressly to take over from APT. As for Companhia Portuguesa Rádio Marconi (CPRM) it is a joint stock company majority-owned (52%) by the State who operates intercontinental telecommunications under concession.

The capital of the first two concerns, CTT and TLP, is wholly-owned by the State and they are run by a single Board of Directors. They stand well out in the national business ranking:

- CTT is first as to number of workers and gross added value, third as to net worth, fourth as to net assets and fifth as to turnover;
- TLP ranks fifth as to number of workers, sixth as to gross added value and ninth as to net assets

At the present time, a major restructuring of these concerns is in course of implementation. The Policy Program adopted by the government provides for separate mail and telecommunications operators and it is intended, at the same time, to share out the capital of these concerns to private enterprise in proportions to be set by the Government.

Regulating and inspecting functions and, specifically the powers of surveillance over the radio-electric spectrum as well as of approval and certification of equipment, which until now pertained to CTT, will be transferred to a new body being set up, the Instituto das Comunicações de Portugal (Portuguese Communications Institute).

These changes, apart from streamlining the organizational pattern, will meet the guidelines of the "Green Book" - a set of rules for development of a common market in telecommunications services and plant.

COMMON POLICY IN PORTUGUESE TELECOMMUNICATION

Portugal has been a party to the shaping of a common policy for the relevant sector and there has been no significant disagreement with the broad principles adopted by the EEC.

Some reservations will have to be made, however, in view of the country's special position in terms of relative size and rate of development. The operating concerns also take an active part in community programs for Research and Development with the emphasis on RACE (Research and Development in Advanced Communications Technology for Europe) under which 12 current projects receive Portuguese contributions. Contributions to several of these projects are coordinated by the CTT's Telecommunications Research Centre.

This unit has merited some international recognition for development work on both digital and analogical network systems and auxiliary equipment, including an integrated invoicing system which is being fitted to Electromechanical Exchange Gear (SIFAC) and a system for operations, management and maintenance of analogical and digital networks (OSCAR).

Two operating concerns, CTT and TLP, are the recipients of financial support under the STAR (Special Telecommunications Action for Regional Development) program in the form of a grant amounting to 90 million Ecms for network digitalization and development of advanced telecommunications services.

TELECOMMUNICATIONS NOW AND IN THE FUTURE

Coverage of the country by telecommunications systems is quantitatively much below European medians although the level attained in the more developed areas can be regarded as acceptable.

Specifically with regard to services demanded by the business community, such as telex, present conditions are already in line with European standards and in recent years the public communications network has grown at explosive rates.

Responding to the need for change which has come over the country and this sector in particular the responsible Administrations have set out as strategic goals for the next 3 years:

- To meet the demand quantitatively;
- To improve and modernize existing systems while introducing new services;
- To reduce prices and costs.

A program essential to modernization has already started in the form of network digitalization, now proceeding at an accelerated rate that will allow for the Integrated Digital Network to come into operation in the first half of the 1990's at the same time as in other EEC countries.

Sizeable investments will be required to achieve these goals. A measure of the financial effort required is given by the fact that CTT and TLP together are forecasting investments over the 1988/90 period at some 200 thousand million escudos, corresponding to 1.2% of the expected GDP which compares with 0.9% over the previous three-year period.

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Joao de Deus Pinheiro: Foreign Minister

Colourful politician with the film-star potential

IF MR Joao de Deus Pinheiro, Portugal's Foreign Minister, were ever in need of a career outside politics and academia he could offer himself with confidence to the film industry. Assuming there is still a need for swashbuckling sailors - buccaners or naval captains - he would be a shoo-in.

Mr Pinheiro's appearance is striking to say the least. Perfectly, ceaselessly, dressed, his dark, sculpted face is framed by an immaculate black beard and a thick head of shiny, swept-back hair. He

studies a lot too, which only adds lustre to his appearance. Not surprisingly, Mr Pinheiro is one of the members of Prime Minister Anibal Cavaco Silva's Social Democratic Government who is most in the public eye. His colourful personal life is chronicled in detail in the Portuguese press and he is probably attacked more often than most ministers by the Socialist opposition.

"The jury is still out on Pinheiro," says one western diplomat. "Certainly he's grown quite a bit in office and there is

no doubt that he speaks with the authority of the Prime Minister."

Mr Pinheiro is, by profession, a chemical engineer. One of the most successful academics in post-revolutionary Portugal he was made chancellor of the prestigious University of Minho in Braga in 1984 when he was only 37. Of late, though, his reading has become a lot less academic. A new favourite is Tom Clancy of "Hunt for Red October" and "Red Storm Rising" fame. Paul Kennedy's isolationist tract, *The Rise and*

Fall of Great Empires, and Schumpeter's *Small is Beautiful* are high up on the list, too. Why does he read this stuff?

"To understand American politicians," he says. "I must know what they are thinking and you'll never understand American politics if you don't read what they read."

Being the Foreign Minister of almost anywhere is probably great fun. It is the perfect job for theorising on a grand scale. An agile man, Mr Pinheiro leaps up from his chair to find a piece of paper to put down one particular political theory in the form of a graph. American political scientists do a lot of this and so, curiously, did Imelda Marcos when she needed to explain her Theory of Happiness to anyone who cared to hear it.

In Mr Pinheiro's more serious case, he is concerned to explain that democracy is no longer a political theory, but an economic factor. Thus he plots (on the back of his business card) the life of a piece of scientific equipment against the time required for the Soviet bloc to acquire it. It made sense in 1970, when equipment still lasted a long time but no longer does because equipment is more sophisticated and being developed quicker but taking longer for the Communists to steal or copy.

So, assuming the Soviet need for advanced scientific equipment is greater than ever, and

assuming it is more difficult than ever to get, what can they do? Disarmament is one answer, the minister suggests. Glasnost. "What public opinion in a democratic society would say 'no' to this?" he asks.

In other words, the minister is worried that the West (read the US), by continuing to make it difficult for the Soviets to buy high technology may be impeding the process of perestroika. Equally, he worries that Europeans who worry that the West is not being friendly enough to the Soviet Union may risk alienating the Americans. This is where Alvin Toffler and Tom Clancy come in.

His many critics probably underestimate Mr Pinheiro. He taught in Mozambique from 1970 to 1973 and spent two years doing a PhD at Birmingham University in the UK. In 1979 he was made chief of staff in the Education Ministry and in 1982 became Secretary of State for Education.

After his spell as a Vice-Chancellor Mr Cavaco invited him back to the government as Minister of Education and it was only then that Mr Pinheiro joined the Social Democratic Party. He became Foreign Minister after the election last year returned the PSD to office as the country's first majority Government since the 1974 revolution.

And in spite of his good looks, Mr Pinheiro is not a

vain man. "One should never want a post," he says. "I would be prepared to leave here tomorrow." For a start, he would command a much higher salary out of Government.

The job is a tough one, too. Portugal may be too small to make its own way any more among the heavyweights of international diplomacy, but it carries colonial burdens that few Portuguese want to surrender without first putting them to rights. In war-torn Angola and Mozambique, both former colonies, the superpowers are deeply involved and it is largely to the Cavaco Government's credit that Lisbon is gradually finding a way back into Africa.

It has abandoned the role of honest broker in the civil wars there and now deals only with the Marxist governments in both states. Mr Pinheiro has launched a very ambitious "mini-Marshall Plan" as he calls it to help reconstruct the economies of both countries and has been busy soliciting support for the scheme from dozens of countries.

Simply by virtue of being Portuguese (and speaking the language) Lisbon does have a place in Africa and the world. It is up to Mr Pinheiro to define just how big that place is.



Peter Bruce Joao de Deus Pinheiro: a colourful personal file

FORMER COLONIES

Savimbi shock

MR JONAS SAVIMBI, leader of the rebel Angolan guerrilla group, Unita, has never been a humble man but he has for years managed to disguise the reach of his ego behind the war in the former Portuguese colony. Public opinion is forgiving of strutting, boasting soldiers. Early last month though, Mr Savimbi made a bitter, sulking and almost childish personal attack on a senior Portuguese Foreign Ministry official, calling him names and accusing Lisbon of clamping down on Unita officials in the Portuguese capital.

The outburst shocked Portugal but it served to bring out into the open the virtual end of Lisbon's long and ultimately useless efforts to play the honest broker between the Marxist MPLA government in Angola and Unita. For the past 18 months or more, Portugal has been signalling strongly that it regards the MPLA as the legitimate authority in Angola and its activities in the country are now centred almost wholly on Luanda.

For much of the decade since the Portuguese left Angola and Mozambique, Lisbon's position had been blurred by the regard in which Mr Mario Soares, the former Socialist Prime Minister and current President, held Mr Savimbi. The ability of the current conservative Social Democratic Government in Lisbon to cut through sentiment and close ranks with the MPLA is reminiscent of the British Conservatives' quick resolution of the war in Rhodesia after years of Labour Party dithering, even though it ushered in a left-wing government there.

Lisbon has had far less difficulty dealing exclusively with the Frelimo Government, also Marxist, in Mozambique. There, a vicious but largely artificial guerrilla group, Renamo, established with South African funds and military hardware, is fighting to remove the government but has failed to win legitimacy in even the most conservative countries abroad.

Portugal's "return" to its former large African colonies is nevertheless hampered by the wars and by the fact that it has little to offer financially. Now, though, Mr Joao de Deus Pinheiro, the Foreign Minister, has embarked on an ambitious scheme - he calls it a mini-Marshall Plan - to help restructure the devastated economies in both Angola and Mozambique. If it succeeds, the Portuguese might cover themselves in glory in Africa in a way they never did as colonialists.

Broadly, the scheme calls for some \$800m in aid - investment aid, Mr Pinheiro insists, not grants - for Angola every year for 10 years and a lesser amount to Mozambique.

Phase one, the minister says, is complete. That involved canvassing a range of countries -

the US, Soviet Union, Brazil and Lisbon's European Community partners included - on the political feasibility of the idea. Would they join in?

Mr Pinheiro says he got enough positive replies to move to the next phase. In Lisbon, Portuguese experts are now drawing up details of dozens of projects in both Angola and Mozambique that could be financed by the scheme.

The plans would provide a badly needed outlet for Portuguese engineering and development talent and for its relatively unsophisticated technology. Although funding might be multinational, the people directing reconstruction projects would be Portuguese.

"The scheme is possible, it is feasible and only Portugal can do it," says Mr Pinheiro. Angolans and Mozambicans speak a lot of this and so, curiously, did Imelda Marcos when she needed to explain her Theory of Happiness to anyone who cared to hear it.

It is the prospect of being in on the redevelopment of Angola's rich resources that so excites the Portuguese. After South Africa, the country's mineral and agricultural potential is arguably the greatest in Africa.

But almost everything is riding on the current US-inspired efforts to persuade the Angolans to bid farewell to the thousands of Cuban troops that have been helping in the fight against Unita. In turn, the South Africans would withdraw from neighbouring Namibia and stop their incursions into southern Angola in support of Unita.

There is great optimism in Lisbon that the peace process will succeed and the Portuguese do not hide their belief that, without South African help, the MPLA on its own has the muscle to defeat Mr Savimbi. For one, they have a modern air force and he does not. The aid scheme, which Lisbon hopes will act as an incentive to the MPLA to seek agreement on a Cuban withdrawal, could theoretically be put in place even if Unita were to continue fighting.

Although Lisbon's ability even to consider putting together a plan of this complexity is a function of the new trust that has grown up between it and the MPLA, Portugal's membership of the European Community is equally, if not more, important. It gives the Portuguese access to wealthy economic powers like West Germany, Britain and France and as such makes it an even more useful ally to the old colonies.

"The Portuguese say they are not disturbed at having been largely left out of the current Angolan peace talks. Lisbon has not even been a venue for any of the negotiations. "We will always be available if the parties involved want us to

play a role," says the Foreign Minister.

Western diplomats in Lisbon, in fact, give the Portuguese high marks as a backroom player. The Americans are said to keep the Portuguese particularly well briefed on the peace talks and it is clear that Lisbon's close personal contacts with MPLA leaders - including its ability to spot differences of opinion in the Luanda Government - have helped smooth the way for meaningful negotiations.

Peter Bruce

So, assuming the Soviet need for advanced scientific equipment is greater than ever, and

assuming it is more difficult than ever to get, what can they do? Disarmament is one answer, the minister suggests. Glasnost. "What public opinion in a democratic society would say 'no' to this?" he asks.

The job is a tough one, too. Portugal may be too small to make its own way any more among the heavyweights of international diplomacy, but it carries colonial burdens that few Portuguese want to surrender without first putting them to rights. In war-torn Angola and Mozambique, both former colonies, the superpowers are deeply involved and it is largely to the Cavaco Government's credit that Lisbon is gradually finding a way back into Africa.

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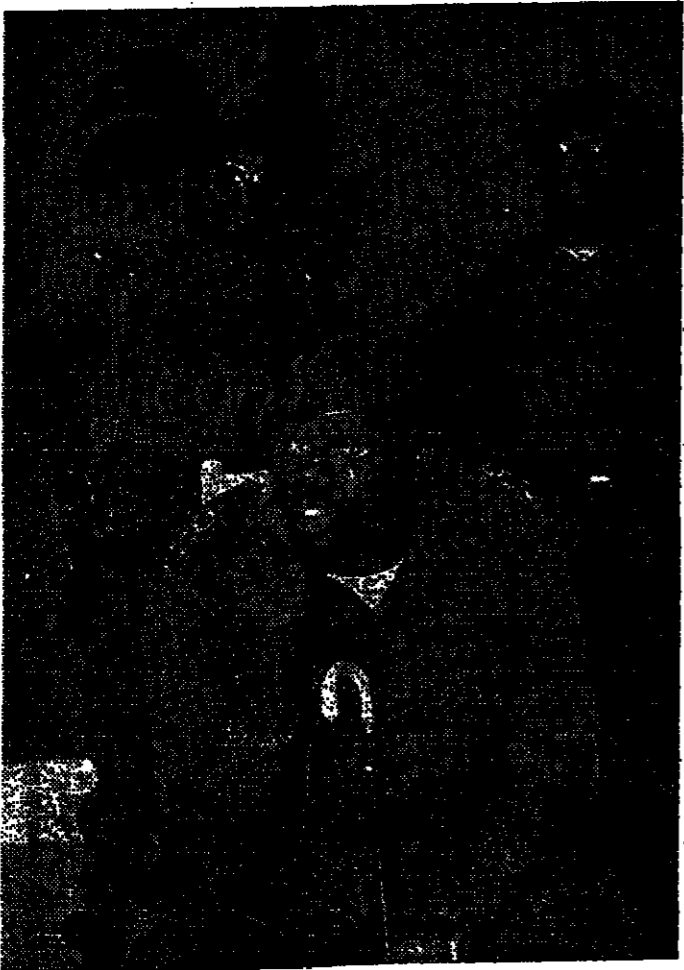
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Jonas Savimbi: outburst shocked Portugal

OCTOBER 12 1988

ature

IBLE?

Johnnie 12/10

PORTUGAL 7

Financiers are spearheading country's modernisation

Bankers in the front line

THERE IS a rich pool of talent among the bankers and financiers... Fernando Ulrich, 38, is new to the board of the thriving Porto-based investment bank Banco Portugues de Investimentos (BPI). He started his working life at the end of 1972 as a journalist, covering the then booming stock market for a newspaper Expresso.

chief of staff for the Finance Minister in 1981-82. "I loved it," he admits, "but it wasn't a profession." In 1983 he moved to the BPI - which was then an investment firm - to open a Lisbon branch.

The local financial markets were then just beginning to open and Mr Ulrich was rewarded for his success in establishing BPI in Lisbon with a directorship. BPI became a bank in 1985 and is regarded as very a lucrative property.

Mr Jaime d'Almeida is chairman of the MDM investment group. Now 45 years old, he says he always wanted to be a banker. After finishing a law degree in Lisbon in 1965, he joined the then Banco Borges & Irmao and moved swiftly on to Banco Totta & Acores where he rose to become manager of the London branch.

Ms de Castro studied economics at Bryn Mawr in the US and is reading her carriage law since claims, for a doctorate in economics from Oxford. She worked for McKinsey from 1972 to 1976 in London, Paris, Lisbon and New York, then went to Brazil for the consultants, and then branched out there on her own.

partner in an investment boutique, Deca, set up in December 1986 with two others. She is quite capable, as she demonstrated, of conducting an interview, talking (instructing?) a Cabinet Minister on the telephone and debriefing a partner simultaneously.

Using her knowledge of corporate financing, she and her partners went to find new business and now 80 per cent of their business is in corporate finance compared with just 20 per cent a year ago. "For two weeks I didn't sleep," she says of the agonising wait to get out of the capital markets.

valuations, says he is there because the benefits of a successful flotation, especially on Lisbon's poor exchange, would be enormous. "We want to be the leading investment bank in Portugal," he says.



Fernando Ulrich: established BPI in Lisbon

REPRIVATISATION

Trimming the state sector

THE STATE is soon to shed 49 per cent of the Banco Totta e Acores, a commercial bank nationalised in 1975. The financial community is glad to see that the government has started a gradual reduction of the bloated state sector, which has losses of about \$30m (\$50m), and whose voracious financing needs distort the credit system.

However, the authorities insist that 49 per cent of the bank being offered, no one may take more than 10 per cent. Ten per cent is reserved for emigrants and employed of recapitalised companies. And thus a chance to foster dynamic groups by allowing unlimited acquisition by pre-1974 shareholders, or by new groups has been rejected.

with tax relief - which in the recent past has been given and taken away so many times no one is sure what the present rules are - has laid down 1989 rules where companies will pay about 45 per cent tax on earnings, and dividends will suffer 25 per cent tax. Hardly a formula for investor buoyancy, say analysts.

These can lend up to 20 times their capital. A wholesale bank like Manufacturers Hanover Trust which, with an eye on building up muscle for 1992, altered its statutes last year, successfully went public (in spite of the grim stock market and now has \$125m capital funds, cannot lend more than 1.5-1.8 times capital.

lying inflation fuelled by the financing needs of a deeply indebted, inefficient state machine. To let them off abruptly risks a credit explosion that could put the economy into a dangerous skid.

Of total credit to the economy to June 1988, the state absorbed \$180bn. Credit to the private sector grew 11 per cent. Credit to the public sector grew 18 per cent.

not for interest on the national debt, which will produce a deficit of 7.5 per cent of GDP. For 1988, Mr Cadilhe forecasts a 8.5 per cent deficit which he now recognises will be closer to 9.5 per cent of GDP.

Privatization is a partial answer, bankers believe. They say it will reduce the expensive volume of state enterprises, and the number of excuses the government finds for warding off real market forces. If reprivatizations do well, they can raise funds to repay part of the enormous public debt (20 per cent of GDP) and eventually give the private sector a fairer slice of the credit cake.

Sanjo Tennyson



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PORTUGAL 8

Special \$550m fund is set up to accelerate modernisation and close productivity gap

Brussels throws cash lifeline to industrial sector

AMID THE phrase-making and punditry that preceded Portugal's entry to the European Community three years ago, some sceptics abroad suggested the country threatened to become "the South Korea of Europe," with foreign companies paying workers little more than their south-east Asian counterparts to assemble components and pump low-priced electronic goods into Europe as Community products.

This vision of Portugal emerging as a steamy powerhouse of high-tech manufacturing may once have glimmered in the dreams of government planners but has never seriously troubled the sleep of European competitors. In reality, industry is struggling to

reach a similar level to that of a small farming nation such as Ireland, with little hope of making a significant impression on a market that the Pacific rim countries have dominated for almost two decades.

The true picture is of a country where more than 70 per cent of companies employ fewer than 10 workers and less than half a per cent more than 500; where a handful of traditional industries — textiles, footwear, ceramics, furniture, paper pulp and food processing — account for between 60 and 70 per cent of total value-added, exports and employment; where, except for a few high-performance enterprises, industry is dominated by fami-

ly-size concerns hampered by obsolete machinery and a lack of modern management and marketing skills.

The coming of the Single Market means that in four years, these outworn plants and workshops will lose their last vestiges of protection from European competition. Private industry is striving to meet the challenge, with capital investment soaring over the past two years after more than a decade of stagnation. But a depressed capital market and a tightening credit squeeze signal that Portugal alone will not be able to generate the investment needed to equip the industry for the European fray.

Brussels is throwing the country a lifeline in the form of a Specific Programme for the Development of Portuguese Industry (PEDIP), due to be approved this autumn, that will inject Ecu500m (\$550m) over the next five years into modernising the industrial sector, where productivity is currently less than a third of the European average.

"The Community recognises Portugal as a backward industrial region and has agreed to create a special fund to accelerate modernisation and help us close the gap in efficiency and productivity that separates us from the countries we will be competing with in 1992," Mr Luis Mira Amaral, the Industry Minister, told the Financial Times.

The cash, that comes on top of extensive regional and other EC funds already flowing into Portugal, will be channelled into updating existing industries and developing new sectors to broaden the country's industrial and export base. The funds will be administered as an investment incentive scheme, providing cash grants of up to 40 per cent of the total cost of projects, with 75 per cent of the finance coming from the Community and the rest from Portugal.

Government philosophy for moving industry towards the 21st century rests on four basic principles: stimulating the working of a market economy by reducing bureaucracy and state control — the latest move in this direction being the liberalisation of rigid labour laws;

improving competitiveness by stimulating innovation, quality control and the use of modern production and management methods; using energy more efficiently and helping industry catch up with major changes taking place in domestic and external demand.

Strategic aims for achieving this last objective include more effective industrial use of the country's natural resources, mainly wood and some minerals; modernising the plant of traditional industries, particularly textiles, shoes and furniture; supporting the development of capital goods sectors in which Portuguese technology is competitive, such as wood-sawing and farm machinery, and encouraging foreign investment, especially joint ventures, in areas such as textile machinery where domestic producers are almost non-existent.

To these ends, the government is nurturing the growth of research and development and advanced technology pools focused on areas such as ceramics, glass, cork, paper cellulose, robotics and alternative energy sources to enhance the performance of Portugal's basic industries. Service industries, particularly software and information technology, are also priorities for development.

Precise details of how the PEDIP scheme will be used to support these aims have not been finalised, but government policy indicates eligibility for grants will be assessed on a few general principles rather than rigidly-defined sector-by-sector priority. The Social Democrats, rejecting attacks by the Socialist opposition that the country lacks a sense of direction for its industry, stress their belief that the market should be allowed to decide which sectors thrive and which fall by the wayside.

But even the Confederation of Portuguese Industry (CIP), the employers' organisation that is among the fiercest opponents of state intervention, is encouraging the government to determine sectoral priorities for the PEDIP funds. "This is an administrative programme rather than a market system," said a CIP official. "As half a dozen decisive sec-

tors dominate Portuguese industry, all with major needs, we believe the only realistic policy is to direct grants into these fundamental areas. There simply isn't enough for anything else."

Mr Mira Amaral is concerned that restrictions would stifle investment in other sectors, not least electronics and component assembly, a potential growth area for foreign investment that the government is keen to tap, albeit not on a South Korean scale. "We offer a European package with non-European wages. Why should investors producing for the EC look to Asia when Portugal is so close at hand?" he asks.

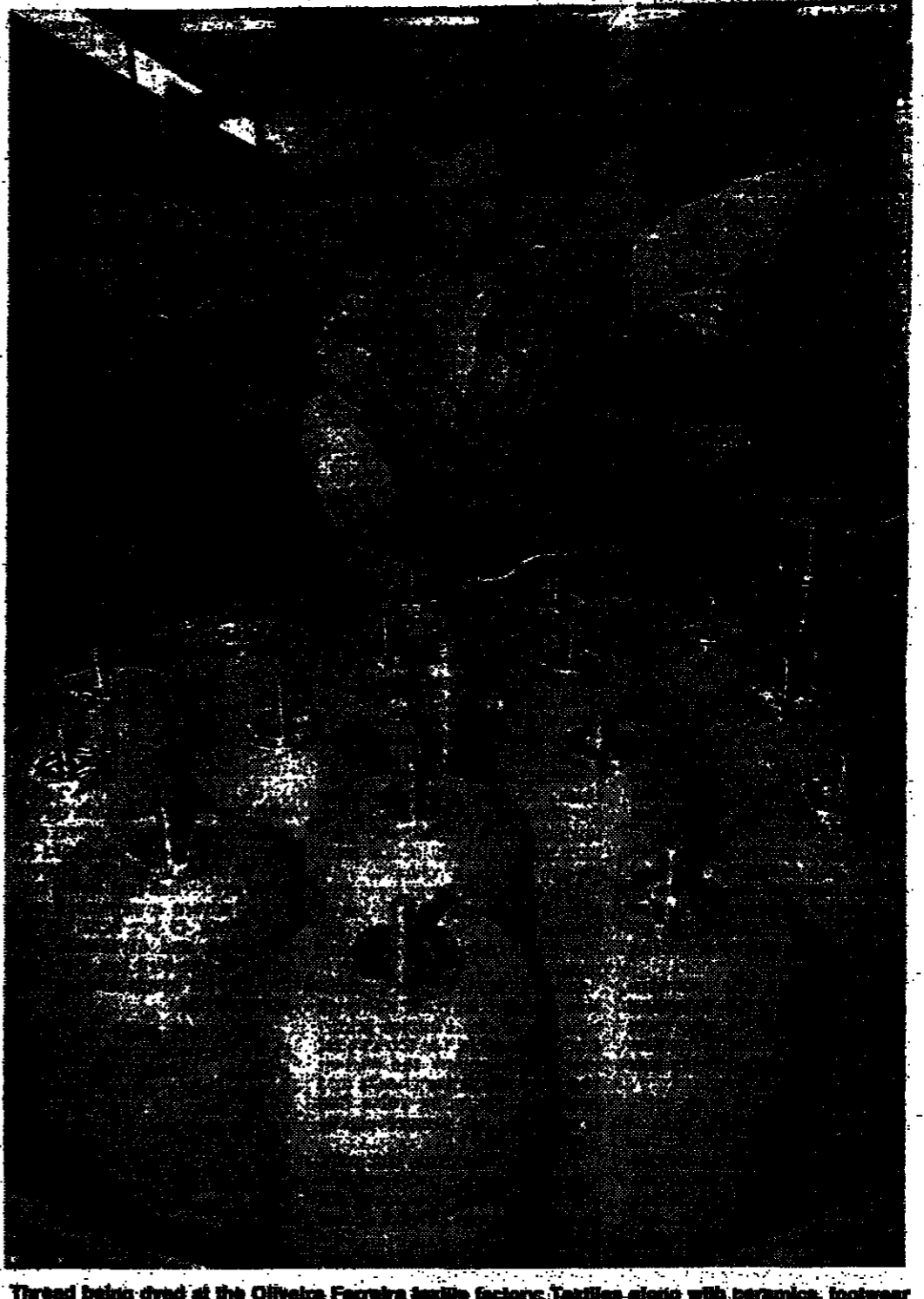
Forecasts for 1988 show Portuguese workers earning an average \$2.72 an hour — or only \$0.58 an hour more than South Koreans, less than a third of earnings in Spain and a sixth of those in West Germany. "Portuguese wages will move towards the European average over the medium term as the economy expands," the minister says. "But the transition period offers investors an opportunity to start highly competitive operations in Portugal that will also help modernise our technology."

Foreign managements allied to Portuguese workforces have achieved some of the highest productivity rates in Europe, according to Mr Mira Amaral. But foreign investment growth over recent years has been predominantly in services while industrial investment remains limited to a few key sectors, namely paper pulp, minerals, shoes and textiles.

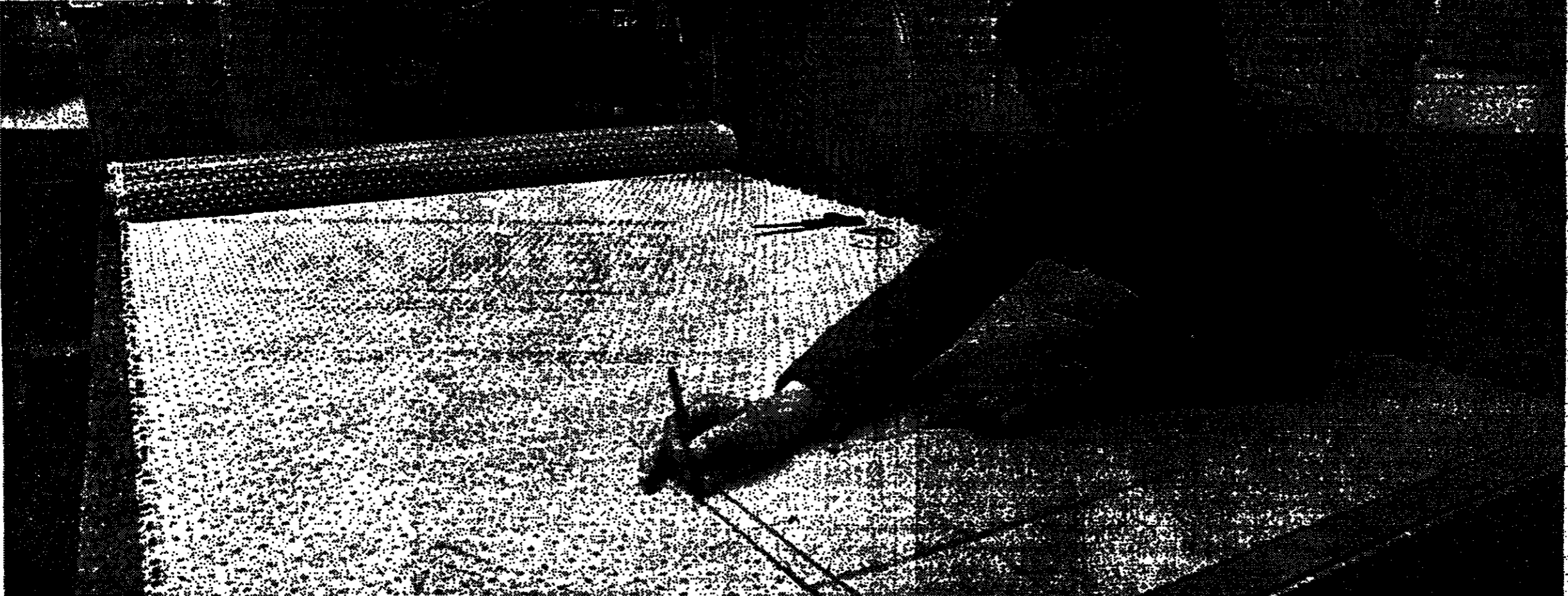
The CIP believes the government is hampering industrial growth by progressing too slowly with privatisation. "The sooner the government privatises, the sooner they will relieve the economy of nationalised industry's debts and inefficiency," said one official. "The public sector deficit is an immense drain on the country's financial resources that restricts the availability of credit and capital for productive investment and distorts the efficient working of the financial system."



Weaving optical fibres in one of Portugal's high-tech companies



Thread being dyed at the Oliveira Ferreira textile factory. Textiles along with dynamics, footwear and furniture are Portugal's traditional industries



A family-run furniture making factory: in Portugal 70 per cent of companies have fewer than 10 employees

Trade boost

British exports to Portugal increased by 30 per cent last year to \$700m, says the Portuguese Chamber of Commerce and Industry in the UK.

Nevertheless, Britain — which for many years was the principal overseas supplier to Portugal — was in 1987 placed last year behind West Germany (\$1.2bn), Spain (\$1.1bn), France (\$940m) and Italy (\$740m). Although \$277m in foreign investment was made in Portugal last year, of which \$1.2bn came from the UK.

The Portuguese Chamber of Commerce in London "concentrates on supporting trade flows of products and services in both directions" between the UK and Portugal, says the chamber's director-general, Mr Ronald Fisher.

Together with the Portuguese Trade Office, the chamber stimulates commercial and industrial relationships by identifying business opportunities, organising conferences and exhibitions and providing a forum for businessmen from both countries. For more information, contact the chamber on 01-462-4674 (fax number 01-462-4772).

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PORTUGAL 9

Architects consider how to heal wounds of devastating fire

New life for a beautiful city

AS ARCHITECTS consider how best to heal the wounds inflicted on Lisbon by the fire that destroyed the heart of the 19th century Chiado shopping district in August, hopes are emerging that rebuilding and renovation can be extended to bring new life to other historic areas of the city.

Mr Alvaro Siza Vieira, a Portuguese architect, internationally renowned for his work in the historic quarters of several European cities, has been asked to oversee the rebirth of the Chiado.

The project, expected to retain the essential character of the district in spite of continued tensions between traditionalists and modernists, could become the centrepiece of a revitalised Lisbon.

"We hope that what happens in the Chiado will serve as an example for reconstructing the rest of the city centre," said Mr Goncalo Ribeiro Teles, an architect and one of Portugal's leading environmentalists. "We need a plan to save the whole historic area along the banks of the River Tagus."

The Chiado was part of the low-lying centre of Lisbon that was rebuilt under the Marquis of Pombal, King Jose I's chief minister, after the city was devastated in 1755 by an earthquake and a huge wave that rolled in from the Tagus estuary.

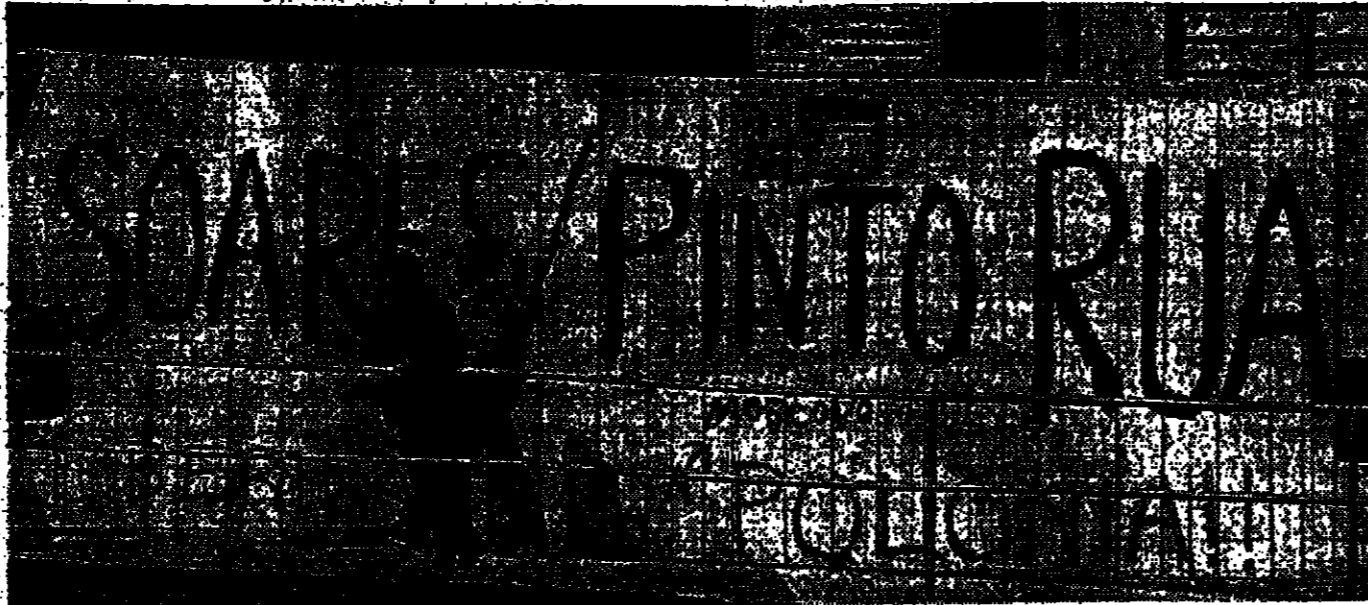
The 18 buildings destroyed by the fire this summer represent about 1 per cent of Pombaline Lisbon which itself accounts for 10 per cent of the historic areas of the city.

On either side of the Pombaline district, distinguished by its broad avenues and plain stately buildings, medieval quarters climb steeply up the hills that escaped the earthquake.

To the east, the Alfama, the oldest neighbourhood in Lisbon, is a labyrinth of steep streets, cobble-stone alleys and wrought-iron balconies covered with geraniums. To the west, the Bairro Alto and Madragoa districts bustle with crowds visiting the taverns.

Concern is growing over the state of these and other old quarters of the city that have fallen into such decay that buildings periodically collapse as the severely wall-worn character of Lisbon deteriorates into a state of squalid dilapidation.

Programmes, often drawing on EC funds, have been devised to renovate selected areas but many specialists, such as Mr Ribeiro Teles, a representative of the Monarchist Party on the Lisbon City



The authorities are now taking a much tougher line over graffiti and anarchic bill posting.

Council is pressing for a wider plan to preserve historic districts from ruin.

In recent decades, Lisbon and the northern city of Oporto have been struggling to cope with the steady migration of populations from the rural interior seeking jobs in industry and the services. Huge housing estates sprawl across the outskirts of the city along with whole neighbourhoods built clandestinely without proper roads and utilities and what the Lisbon Tenants' Association estimates to 16,000 shanty dwellings.

As the suburbs exploded, placing tremendous strain on the infrastructure and road and public transport access to the cities, the historic centres have been abandoned to neglect, ruin and property speculation.

Today hardly anyone lives in the Pombaline commercial centre of Lisbon, known as the Baixa, that falls deserted as soon as the shops and offices close. Masonry is falling from the grimy facades of towering buildings in ancient quarters such as the Bairro Alto, Mouraria and Alfama.

Many of Lisbon's inner city problems are a consequence of a 40-year rent freeze imposed by the Salazar regime. The freeze was lifted only three years ago by the Social Democrats, permitting annual rent increases at determined per-

centages. Small landlords could not afford repairs as the value of their frozen rents diminished over the decades until they became hardly worth collecting.

The solution for owners has been to sell their properties to the state or private companies seeking head offices in the city centre. Many buildings purchased in this way for government departments and corporate offices have been finely renovated that show the beauty of old Lisbon at its best. But before they can be sold, landlords have to wait for their older tenants to die or persuade them to leave by giving them enough money for the deposit on an apartment in the suburbs.

This process has steadily emptied the city centre of inhabitants, while the buildings that still house people are allowed to fall into ruin; their empty apartments often used as clandestine warehouses, as landlords wait for the last tenants to leave in the hope of selling to a corporation.

Mr Ribeiro Teles has called for people to be brought back to the Chiado when the area is rebuilt, a factor he says would have helped raise the alarm more quickly after the fire broke out.

He said: "I believe the answer is to bring life back into the city centre by building apartments, small shops and

workshops so that there is a thriving community here."

The problem of historic areas like Alfama, Mouraria and Graça are more fundamental. Little has been done to restore some of them since the middle ages, while traffic and the installation modern utilities have increased the strains on their structures.

Efforts are underway to improve some of these neighbourhoods and the face of Lisbon is growing brighter as the result of a clean-up programme.

Rossio railway station, rarely given a second glance under its black grime, recently emerged as an intricate monument to 19th century architecture after extensive sandblasting.

The authorities are growing tougher on anarchic bill posting and most of the layers of political graffiti painted on walls, statues and even trees after for years after the 1974 revolution have been removed, not without some regret over the losses of some Chinese-style masterpieces of mural painting that were mostly the work of small Marxist parties.

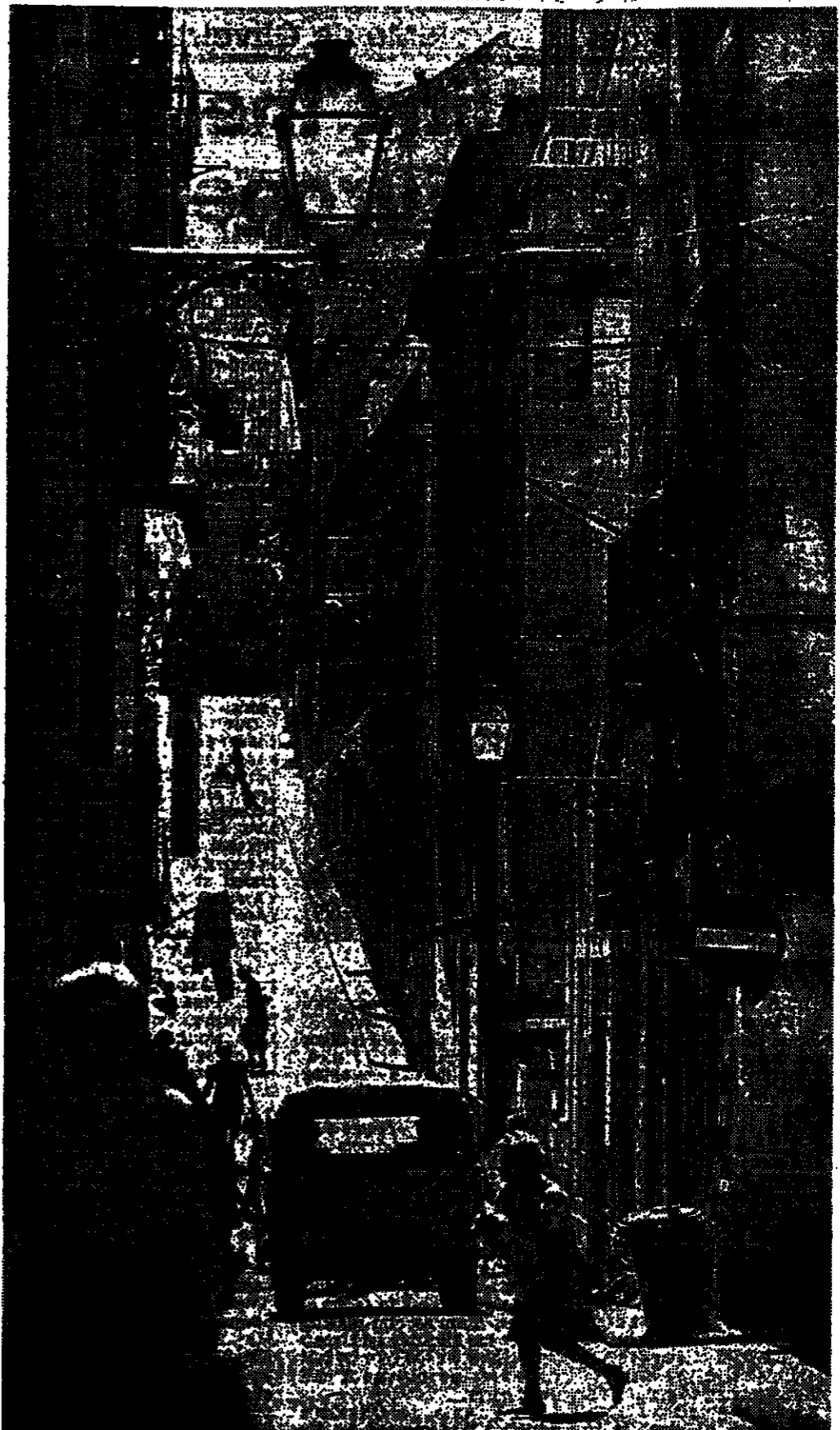
Mr Nuno Krus Abecassis, the Mayor, is working to eradicate shanty towns, a scheme has been launched to help poorer tenants renovate and repair their buildings and a programme to restore the Alfama

is awaiting implementation. But many believe a wider plan for the reviving all historic sectors of the city would be more effective than piecemeal programmes.

"Preserving the Alfama as a protected island within the rest of city is not the solution," said Mr Ribeiro Teles. "Lisbon needs a global programme, eliminating speculation by making the rules for property sales the same in all areas of the city, limiting the volumes of building, determining an adequate proportion of open spaces and ensuring that all historic buildings can be renovated and preserved."

Specialists believe such a project will eventually emerge but it is not expected before municipal elections next year where the rebuilding of the Chiado and the restoration of the ancient city are likely to be major issues in the capital.

Financial support for such a programme might not be difficult to find. "We would be delighted to open a line of credit for saving historic Lisbon," Mr Dominique Cayancourt, the director of the European Investment Bank in Portugal, said. "But it would have to be a large global project or the figure would be too small and the city itself will have to come up with the plan."



A Lisbon back street: some of the city's more run-down areas are being renovated.

Trade boost

with a report in Paris released by the OECD in 1987 that the average rate of inflation in the industrialized countries is 3.4%.

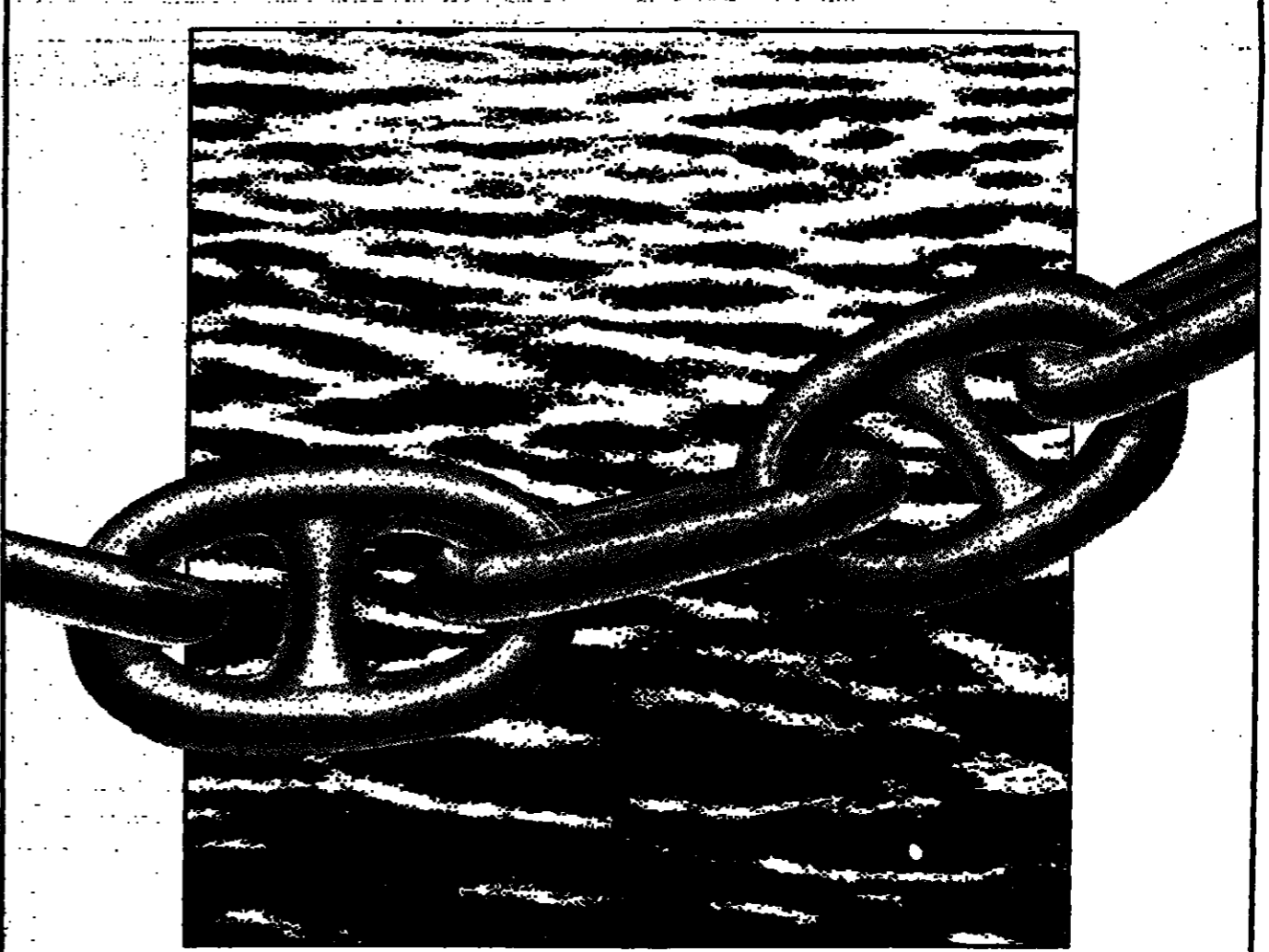
The Portuguese Chamber of Commerce and Industry (CCP) has announced that it will be holding a series of seminars on the subject of international trade and investment opportunities in the coming months.

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PORTUGAL 10

Profile: Luis Valente de Oliveira

Channelling the aid from Europe



Luis Valente de Oliveira: Planning Minister

and planning centre for funds that EC entry would bring flooding in two months later. The Social Democrat leader split planning from the Finance Ministry, removed regional development from the Interior Ministry and abolished the Environment Ministry to place responsibility for these areas in a new Ministry for Planning and Territorial Administration.

Mr Valente de Oliveira, sometime Minister for Education and Science, was called from the Northern Region Co-ordination Commission which he had headed for five years to run what Portuguese journalists called a new government that would hold considerable power within the Cabinet through its control of vital EC funds.

One of the Ministry's first challenges was to draw up an annual plan setting out policy priorities and development targets, alongside the budget. Opposition parties on the left, that then held a majority, rejected the plan in parliament in one of several tactical moves aimed at bringing down Mr Cavaco Silva's minority 1985-87 government.

Preparation of the budget and the plan by separate ministries brought into focus the potential clash inherent in distinct Finance and Planning Ministries. On one side planners would be expected to press for growth, investment and as much EC aid as possible, while finance officials would be anxious to hold down budget spending and ensure that investment growth did not threaten the most vulnerable areas of the economy: inflation, the trade gap, the current account and budget deficit.

In what some observers saw as partly a move to prevent undue pressure on macroeconomic targets by development programmes drawn up in the planning or other ministries, Mr Miguel Cadilhe, the Finance Minister, came up with his own framework for sustained economic growth minus the risk of returning to boom-recession cycles that have beset Portugal in the past.

The Structural Programme



Demand for cable is high in Portugal as improvements are made to the country's telephone and power supply industries

MR LUIS Valente de Oliveira looks like a man who enjoys the brass bands that come-pa-pa enthusiastically at the scores of official openings he has attended as Planning Minister in the three years of unparalleled expansion of public works that followed Portugal's entry to the European Community.

A broad, good-natured northerner with a merry smile, he appears equally at home meeting mayors and addressing village hall meetings in his Friday and Saturday visits to the provinces or devising investment programmes in an office cluttered with maps, that overlooks the River Tagus estuary.

A vital brief of the 51-year-old Minister, a professor of civil engineering with a Master of Science degree from Imperial College, London, is to channel the flow of Community aid so that Portugal derives maximum benefit from

the unprecedented resources made available by Brussels.

Mr Valente de Oliveira takes pride in monuments to modernisation that are changing the landscape of the Community's poorest member - from new motorways, bridges and dams to reservoirs, schools and research labs. But it is the change in people's horizons he finds most rewarding.

"Ten years ago rural communities needed roads to end their isolation, five years ago they sought drinking water and sewerage systems, but today people think in terms of schools, libraries and playing fields," the Minister said, measuring how far the country has come and the distance it still must cover.

Mr Valente de Oliveira's Ministry was created by Mr Anibal Cavaco Silva, when he became Prime Minister in November, 1985, as a control

for Correcting External Deficits and Unemployment (PCEDED), drawn up with the World Bank, sets out terms that investors consider excessively-rigorous for guaranteed foreign exchange returns and capital-job ratios.

Mr Valente de Oliveira faces up to restraints that the frailties of Portugal's economy place on development with realism and determination. "We must find just the right dose of investment that makes optimum use of funds available without upsetting our macro-economic balance," he says.

He is working on a regional development programme, a global plan required under new Community rules, that replaces appraisal of a series of separate projects by Brussels with a single national framework, giving governments greater autonomy to determine the use of EC funds and the direction of development.

"We are looking for equilib-

rium between productive investment and the need to bring down inflation, reduce the budget deficit and keep the trade gap to a reasonable dimension," the minister said.

Mr Valente de Oliveira is encouraging local government to contribute to EC development projects in their regions to reduce the investment that must be met by the public administration. "Nothing is compulsory," he says, "but I feel certain we can convince local authorities to supplement investments that will improve the quality of life in their areas."

The Minister believes local councils will listen more closely today than ever before. "One of the most gratifying changes I have experienced is growing confidence in the working of local government and the central administration. People now believe in the system, they know what the rules are and trust them to work clearly."

Today, he says, people are returning to interior towns such as Viseu, Castelo Branco and Lamego. Previously, they headed for Lisbon and Oporto or richer European countries.

That is testimony to the improving quality of life in once-neglected provinces into completing the main north-south motorway between Lisbon and Oporto, highway links to the main frontier crossings into Spain, a new bridge over the Douro River in Oporto, extending airports in Oporto and Faro, and improving railways. Aid from the EC's STAR programme is helping telecommunications go digital.

Modernising industry and agriculture involves not only investment in plant, machinery and infrastructure but also tapping funds from Community programmes such as BUREKA, to promote research and development, and VALOREN, to encourage the use of alternative energy sources, with the overall aim of improv-

ing competitiveness. Education, with special emphasis on vocational and technical training, has been defined as the country's top priority for the coming decades.

Two restraints face Portugal in using Community funds as a springboard into the 21st century. The first is the country's administrative and technical capacity to prepare and implement enough sound projects to absorb the increasing flow of grants available. "After having practically no money for anything for 10 or 20 years, engineers in some areas are suddenly being asked to produce a project a week," said an investment specialist, "technical staff have responded to the challenge magnificently up to now, but only time will tell how far they will be able to cope as development continues to expand."

The second limit is the economy itself. As investment and consumption soar, partly due to the massive influx of Com-

munity funds, inflation has started to rise and pressure is growing on a yawning trade gap, due to heavy reliance on imported capital and consumer goods, and on the balance of payments on the current account, which may slip into a year-end deficit of about 100bn for the first time since 1985.

Rules requiring national financing for part of EC-funded projects, usually between 10 and 30 per cent in Portugal, also present the Government with difficult decisions over whether to take down Community aid for roads, efforts to reduce their massive budget deficit.

"Making choices and setting priorities for EC funds will prove steadily more difficult as the most pressing projects are completed," said Mr Jose Val de Almeida of the EC's office in Lisbon. "The next 10 years will be crucial."

Peter Wise

Young people no longer have to go abroad to earn a living

Building a future at home

YOUNG PEOPLE, who for decades abandoned the grim, granite villages of poverty-stricken Tras-os-Montes to support their families with wages earned in Spain, France and Germany, are today riding motorcycles only a few miles into the nearest town to learn farming skills that will help them build a future at home.

In Braganca, capital of this remote north-eastern province, one of Europe's poorest regions, once-dreary cafes bustle with jeans-clad youngsters attending European Community-financed Young Farmers' courses that will show them how to make modern profitable concerns out of the rugged lands their parents subsist on.

Vocational courses across the country are using grants from Brussels in the same fashion to change Portugal in intangible ways that extend beyond the bridges, dams and motorways whose road signs bearing the blue European flag testify to the physical transformation EC aid is producing in the country's most backward member.

"Modernising infrastructure is crucial but it wouldn't make sense without a similar support for human resources," said Mr Luis Valente de Oliveira, the Planning Minister. His team charged with setting priorities for the vast Community funds flowing into Portugal, is shaping the path of development for generations to come.

European cash is bringing about dramatic changes. Bankers estimate EC funds will add as much as one percentage point a year to growth of Portugal's gross domestic product up to 1992. No other Community member has enjoyed aid of an equal dimension. After annual tranches of pre-accession grants, EC funds jumped during the first year of membership in 1985 to Esc29.5bn (\$320m), net benefit of Esc30.4bn after contributions to the Community budget.

The flow doubled in 1987 to Esc69.5bn, for a net gain of Esc63.5bn. This year the government estimates aid will approach Esc157bn. In addition, the European Investment Bank (EIB) has pumped low-interest credit worth a further Esc165bn into Portugal since 1986.

The future promises even greater largesse. EC reform meant cash from the European Regional Development Fund (FEDER), the main source of grants, will double over the next four years for poorer

members such as Portugal, which currently receives between 10.5 per cent and 14.5 per cent of the Community budget in FEDER monies. Changes in EC philosophy have removed the danger that Portugal could become a net contributor to the Community. Instead, they ensure that the country will gain more than most from moves towards greater economic and social cohesion among the Twelve.

Portugal benefited from careful preparations made during years of waiting for membership.

Major public investment projects, lacking only the finance, were ready for appraisal in Brussels almost as soon as the country joined.

"People feared Portugal might not be able to come up with enough good projects to absorb the funds it was eligible for," said a foreign banker, "but the speed and quality of the first set of applications for FEDER funds impressed everyone."

Lisbon has also shown progress in convincing the Community it needs substantial help beyond the basic structural FEDER, European Social Fund (FSE) and European Agricultural Guarantee and Guidance Fund (FEOGA) grants to recover from decades of underdevelopment that separate Portugal from the rest of Europe. Three special aid plans have been created.

The Specific Programme for the Development of Portuguese Agriculture (PEDAF) will provide at least Esc700m over the first 10 years of EC membership to restructure farming, and discussions are underway to increase the funds available.

The Specific Programme for the Development of Portuguese Industry (PEDIP), now being completed, will inject Esc500m of special grants into modernising industry over the next five years, a further Esc500m will be channelled into the scheme from regular structural funds together with a limitless amount of EIB loans to which Brussels attaches the symbolic figure of a further Esc500m.

The Programme for Portuguese Educational Development (PRODEP), which the Community is expected to approve by the end of 1988, will supply an estimated Esc420bn for education over four years,

with about 70 per cent of finance coming out of EC structural funds.

EG entry came at a propitious moment for reaping maximum advantage from Community aid as Portugal emerged from recession to enjoy rapid, educated economic growth and political stability during the first three years of membership. Private enterprise, which responded cautiously to investment opportunities but has rallied strongly, "is full of our loans to industry and now going to the private sector,"

said Mr. Dominique Cayancour, EIB director in Portugal. "As Portuguese investors have come to realise the bank is not exclusively geared to government lending.

Investment priorities are clearer for a country so underdeveloped in relation to its

neighbours, with EC aid focused on removing what Mr Valente de Oliveira described as bottlenecks to development.

The philosophy underlying Portugal's policy is to remove regional imbalances, developing the neglected interior to relieve the pressure on overburdened coastal areas. The strategy is to attract investment along the coast from Braga in the north to Setúbal, south of Lisbon.

Besides improving the quality of life with jobs and facilities that will make rural towns more attractive, developing transport and communication networks is crucial to render the interior accessible. Structural funds are being granted where increasing local government power gives planning greater say in their own affairs.

"The success of Portugal's membership of the EC is just a challenge for the country," Mr Valente de Oliveira says. "It is a challenge for every Portuguese."

Peter Wise

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PORTUGAL 11

The most advanced European standards are to be equalled by the year 2000

How a simple message made education the priority

MINISTERIAL eyebrows may have flickered upwards at the government's first Cabinet meeting a year ago when Mr Roberto Carneiro, the Education Minister, asked his colleagues to watch a 10-minute video. The simple message of the World Bank film "Investing in Children" was that money spent on education pays a considerably higher return on capital than bank deposits poured into factories and roads.

currently only 34 people in every 100 have been to school for more than four years - achieving standards equal to those of the most advanced European countries by the year 2000. "I believe we can mobilise people behind a drastic reform of the education system," he told the Financial Times. "they sense they can be protagonists of history. The Portuguese feel it is no longer their destiny to be labourers in Paris, maids in London or garbage collectors somewhere else. But a tremendous effort is needed to close the gap that separates us from the rest of Europe."

Education has been devalued by half a century of miserly investment and barren centralised control under the Salazar regime followed by a series of short-lived governments after the 1974 revolution. Portugal is carrying a great collective burden," says Mr Carneiro. "when a society loses faith in its schools it loses faith in its future."

| | Portugal current | EEC average | Portugal 1992 target |
|-----------------------|------------------|-------------|----------------------|
| Pre-school education | 30 | 30-40 | 75 |
| Nine years' schooling | 40 | 55 | 80 |
| Vocational/technical | 5 | 50 | 50 |
| Special education | 28 | | 40 |
| Illiteracy rate | 15 | | 10 |
| Higher education | 11 | 25 | 20 |

Children, parents and teachers point readily to what has undermined that faith. In recent years, pupils carrying their own chairs to school or studying under umbrellas to shield them from leaking roofs graphically illustrate the shortcomings of scarce and dilapidated facilities. Of Portugal's 120,000 teachers, earning around \$55,000 (\$358) a month, only half have been able to obtain any professional training. Until a new law this year, more than one in 10 teachers had to move from school to school across the country to find a post each year, regardless of families or housing problems.

Compulsory education, increased to six years after the revolution, was raised to nine years for children entering elementary education after 1987. Eventually, Mr Carneiro aims for 12 years of schooling, thus raising the minimum school-leaving age from 12 to 18. But as Portugal implements moves towards universal and extended education made by richer European countries 20 years ago, the school system has shown signs of collapsing under the strain. Each year 100,000 children abandon school before they are 15. The failure rate during the first four years of school is 40 per cent - a figure the Minister

plans to reduce to the European average of 5 per cent by 1992. Child labour has yet to be eradicated. Perhaps most crucial to Portugal's future is a change of attitude towards technical education. Technical schools were virtually phased out after the revolution in what was apparently intended as a move towards comprehensive education but ended up by generalising academic grammar school-style teaching. In a poor country where education remains relatively elitist, social achievement tends to be measured in doctorates and the accompanying titles of "Senhor Doutor", "Engenheiro" or "Arquitecto" are still everyday forms of address in Portugal. The result is that while administrators, lawyers and medical practitioners abound, there is a drastic shortage of an intermediary level of technicians, middle managers, agronomists and skilled workers - the kind of people, Mr Carneiro says, who will get their hands dirty and help make Portu-

Portuguese industry and agriculture competitive. Only 5 per cent of Portuguese youngsters receive any kind of technical or other vocational training, forcing Mr Luis Mira Amarel, the Industry Minister, to acknowledge that "a lack of skilled technicians and workers is currently the greatest restraint on our economic and industrial development." Mr Carneiro aims to change this situation by channelling 50 per cent of students, the current European average, into technical education by 1992. Private industry is being encouraged to set up training schools with EC grants, new polytechnics are springing up and, in an exception that illustrates Portugal's pressing problems, European Social Fund investment has been approved to extend technical instruction within the state school system. "I look forward to the day when everybody in Portugal is just plain mister," says the Education Minister.

But changing attitudes will not be sufficient to transform Portuguese education. The government recognises that a "drastic increase in investment, both in quantity and quality" is required. Public spending on education is currently between a quarter and a third of the European average in per capita terms, exactly the same distance that separates Portuguese industrial productivity from that of its EC neighbours. Despite the Prime Minister's commitment, Mr Carneiro faces some tough bargaining in Cabinet to maintain spending on education at 4.75 per cent of GDP - 12.8 per cent of the total government budget - as last year. To carry out the intensive investment he deems essential he has turned to the EC, drawing up a four-year special programme for developing Portuguese education expected to be approved in Brussels by the end of the year that should provide \$6400m to modernise schooling in mainland Portugal, Madeira and the Azores islands.

Peter Wise

PROFILE: AMERICO FERREIRA DE AMORIM

A determined pioneer

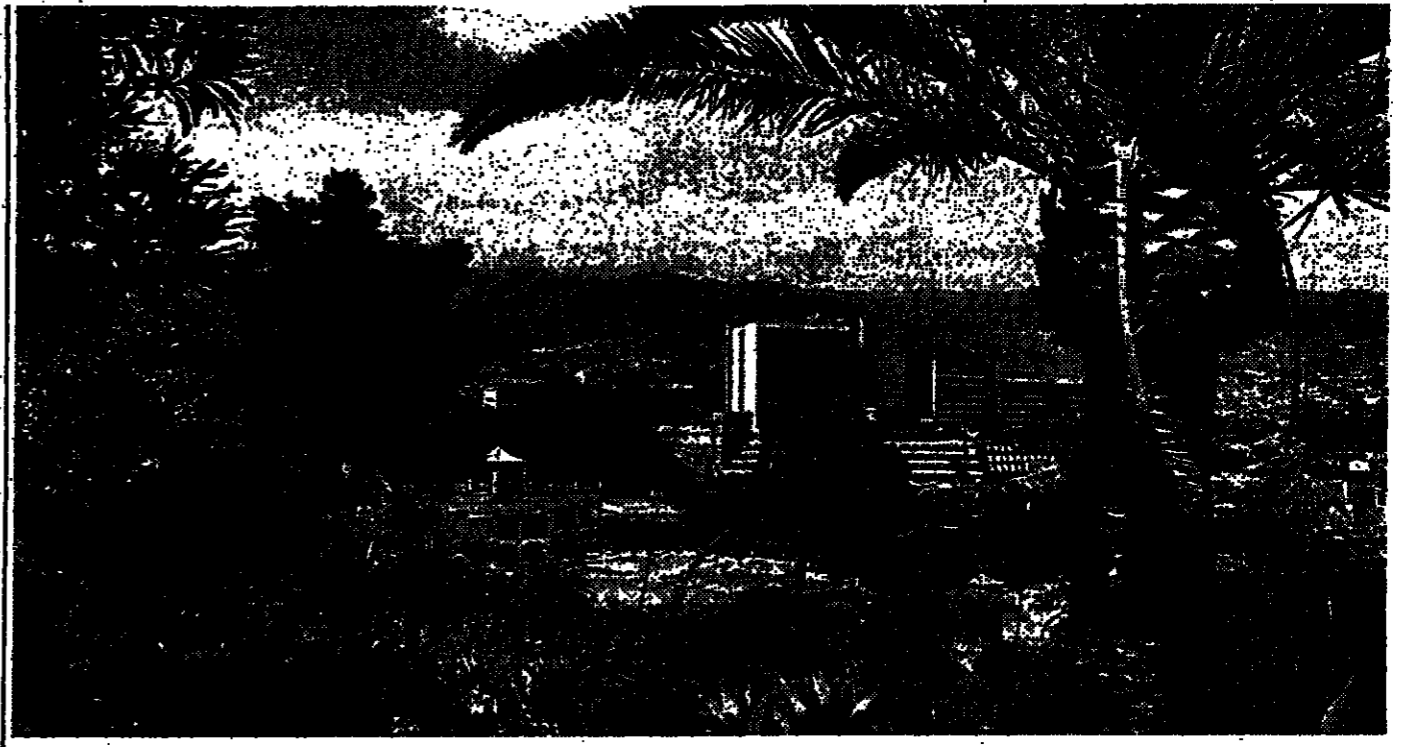
LIKE THE great Portuguese navigators before him, Mr Americo Ferreira de Amorim is a pioneer - an easy charm failing to hide an equally steady determination. As head of the Amorim group of companies, he has steered a course that has led the family firm from a basic business, supplying corks to the port and wine industries, to links with such European corporate巨頭s as Mr Robert Maxwell and Mr Carlo de Benedetti. When their father died in 1963, eight sons found themselves with a business with sales of about \$200,000 a year. Today, the group's 17 main, vertically integrated industrial units are expecting turnover to reach \$185m with Amorim independently at the helm. According to analysts at James Capel, "the group as a whole is responsible for 31 per cent of the country's exports of cork and cork products or 22.75 per cent of world output."

In spite of this extraordinary level of market penetration, Amorim has not sat on its laurels. With extensive research and laboratory work, it has devised products beyond the stoppers and tiles businesses, continuously modernising to find new industrial applications. Cork's unique qualities have helped. But Amorim has also been aggressive in creating markets. In recent years, for example, it has used new technology to batter its way past traditional suppliers into the highly-competitive Champagne industry and has now had to double its 100,000 capacity to meet demand from all the best-known producers. Other uses range from insulation products to compounds with rubber for gaskets. Mr Amorim attributes much of the company's now prodigious growth to his own realisation as far back as 1962 that eventual Portuguese membership of the EC was inevitable, and the

consequent early planning of new factories. But it is only in the last eight years that he has begun a generalised diversification. So far only four of the group's subsidiaries publish reports, but Amorim has now entered, often as a minority stake holder, leasing, insurance and financial service activities. Like other big family businesses in the north, he also strongly supported the creation of the Banco Commercial Portugues when private banking was resumed. Other activities include beef farming and forestry, tourism, property, construction and textiles. Aware of his reputation, foreigners have sought him out for joint ventures. These have included a plan with the French Accord group, owners of the Novotel and Ibis chains, to build 25 three and four-star hotels. Amorim is also reported to have been offered a seat on the board of a new Carlo de Benedetti-led

Europe-wide holding company to spearhead new investments and to be exploring possibilities in the property market with the British publishing tycoon, Mr Robert Maxwell. "Portugal is a small country and when you have a group, you have to think of new opportunities," Mr Amorim says. "Anyone who wants to grow must diversify." Not least of these opportunities are the fruits of the new privatisation proposals now beginning to emerge from the government. Next year, Amorim plans to combine its activities in a holding company and issue stock on the Paris and Madrid bourses. A London quotation is expected to follow. There will be no danger of takeover, however. Mr Amorim, who is reputed to manage with a rod of iron, is sufficiently traditional to insist that the family, and that means he, will always maintain control.

Ivo Dawnsay



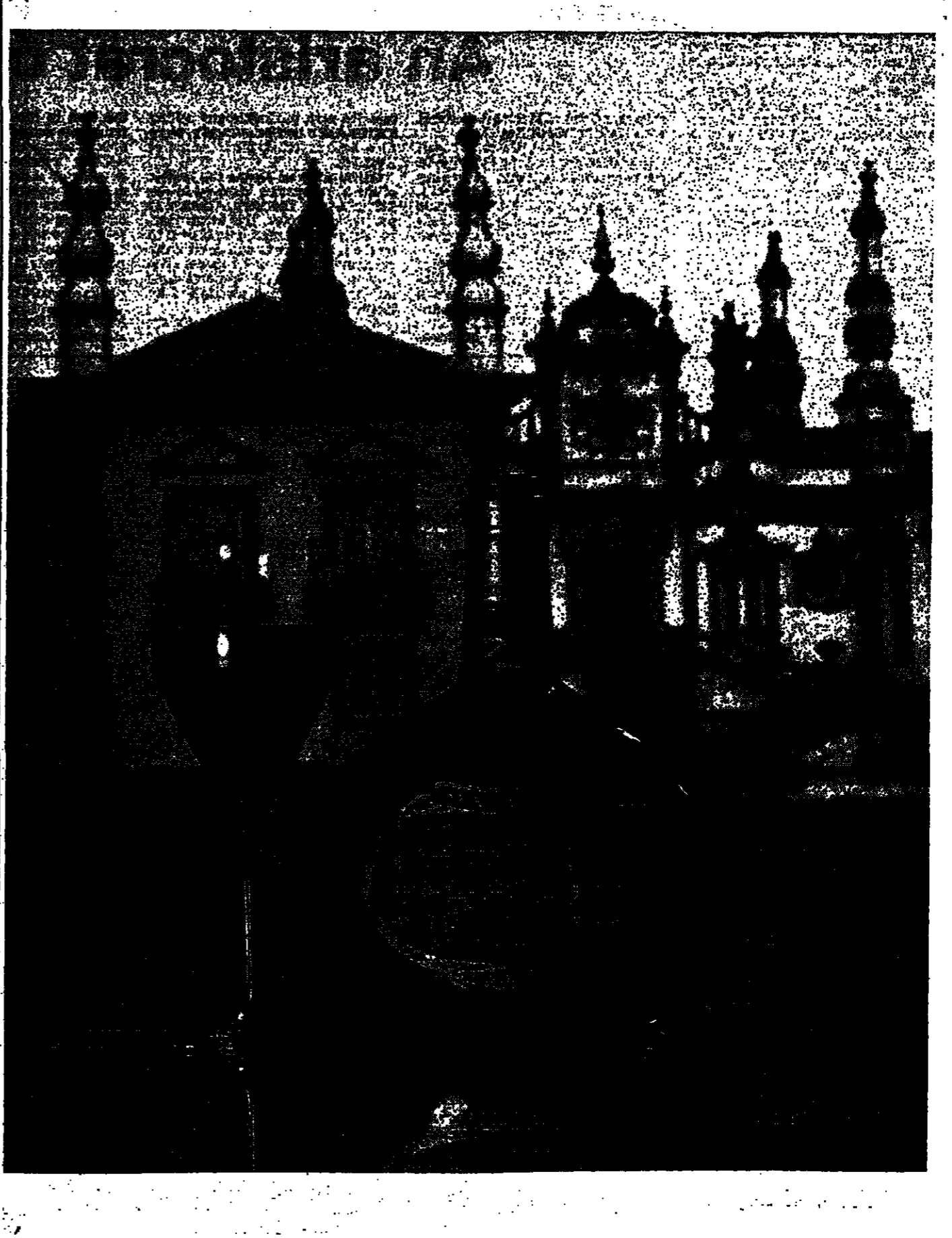
Funchal Bay, Madeira Island, an autonomous region of Portugal and a long-established holiday venue, especially popular with overseas visitors. Portugal last year attracted more than 70m foreign visitors, of whom 1.2m were from the UK. Madeira, along with the nine-island Azores archipelago - another autonomous region - both have regional parliaments and their own budgets. Madeira is also developing offshore banking and duty-free zones.

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PORTUGAL 12

Being predictable may not win prizes with wine buffs but it pays off at the supermarket checkout

Product consistency leads to marketing success

WINE BUFFS celebrate their drink for its dramatic inconsistency. If that were not so, all that chat about affable, if presumptuous little vintages with full noses, would never have been invented.

Luckily, the accidents of weather, soil, grape variety and geography, have given loquacious connoisseurs plenty of material to amuse themselves, and, consequently us, although whether we laugh with them or at them depends on our own knowledge and pretensions.

Meanwhile, Portugal - arguably one of Europe's least pompous countries - has found out that adding a little predictability to the bottle may not win prizes in the panelled rooms of St James's Street importers, but tends to score at the supermarket checkouts.

There are few better examples of this than the Mateus wines, not so much an appellation as a brand, that last year sold 3m cases, representing about 3 per cent of Portugal's total wine production and 50 per cent of the total Esc\$5bn (£21.2m) sales of its owner company, Sogrape.

On the seductive charms of its sweetish rose and characteristic flask shaped bottle, Mateus has launched not only thousands of holiday romances but also Sogrape into the big selling league.

Recently, the parent holding company, now undergoing restructuring - has branched into port by buying the traditional house, Ferreira, and is also planning new launches of sparkling vinho verdes and wines from the Dao region, also in the north.

The company's success has led to diversification and investments in a range of activities that embrace, banking, property and hotel development, agriculture and even engineering ventures.

But it remains the achievement of a consistent product that concentrates the Sogrape wine business on creating and marketing. Mateus now claims to be market leader in West Germany's rose sales and an astonishing 20 per cent of all Italian wine imports.

This year, Portugal's wine makers have suffered a disastrous crop, perhaps 40 per cent down on 1987, that underlines

the vulnerability of production to the vagaries of the weather. But its lesson of the value of identifiable branding has been noted by other Portuguese wine companies, like Lisbon's Fonseca, which is now doing well with a rival rose, Lancera, in the US market.

This is not to say that several regions could not produce the equivalent of high quality chateau bottled wines, given investment. A recent visit by members of the distinguished Institute of Masters of Wine concluded that, in some respects, Portugal paralleled Italy's industry several years ago.

But in the short term, it is branded wines that look set to ensure a guaranteed place on the supermarket shelves.

Sogrape is now planning three new products including a Dao, a vinho verde, and a more costly 'special reserve'.

While admitting being a brand-orientated company, Mr Salvador Guedes, recently in charge of European sales insists that low cost and quality is not part of the game plan.

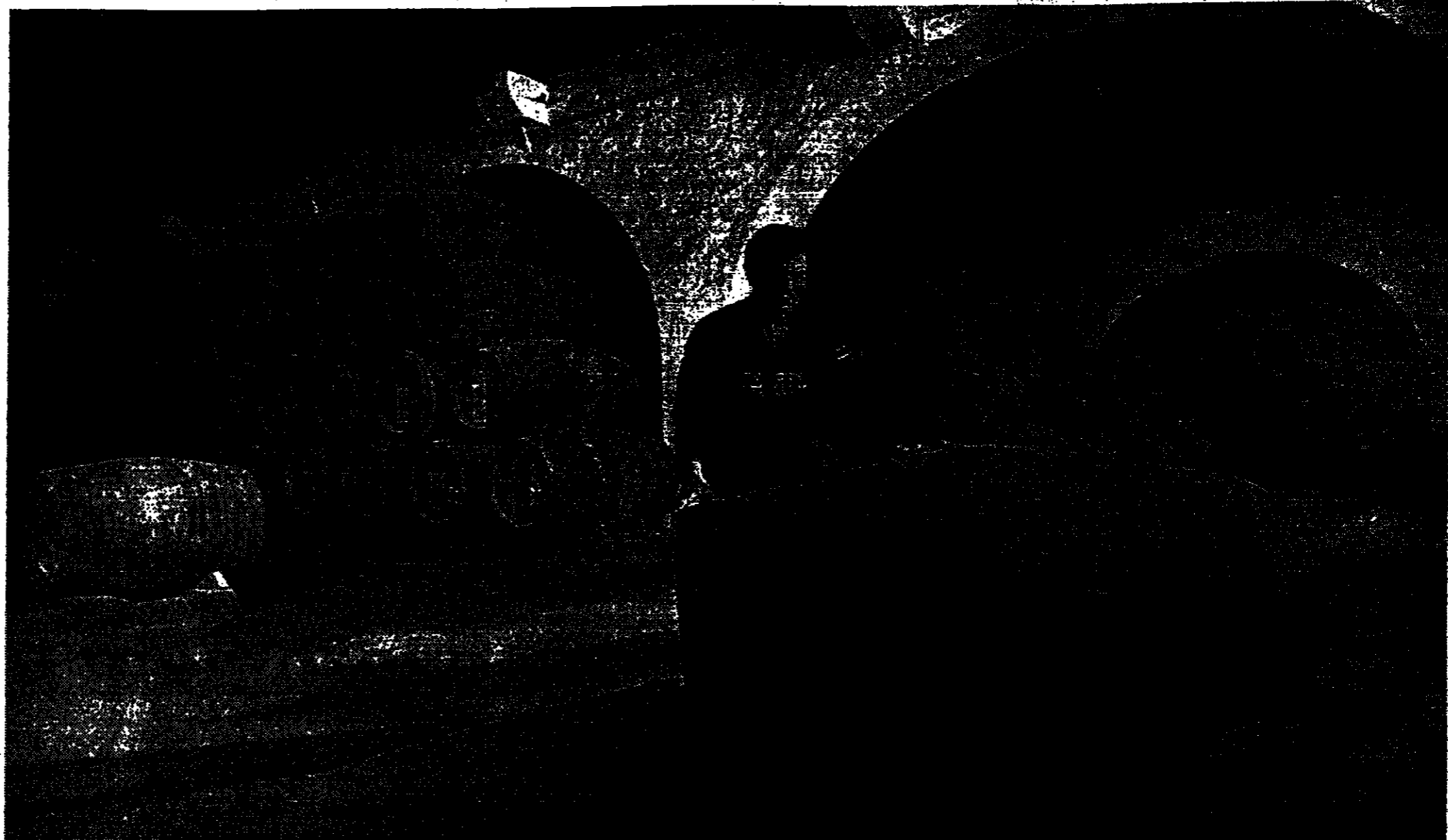
"We are not competing in the lower sector of the market so we are not worried about cheap wines coming in from Europe," he says. "Our main worry is about parallel trading and our positioning in various markets."

"A Portuguese supermarket could easily sell our wines which are lower priced here to the UK, and make a profit - this has already happened."

The shadow of 1992 holds few fears, however. If lower tariffs are unlikely to boost exports radically Portuguese low incomes and residual chauvinism should keep the foreigner from damaging total sales which last year were just less than 300,000 hectolitres worth Esc\$7bn.

Small farmers must continue to battle with the elements, but are unlikely to be forced to grub up vines as their total output and long established regulatory system means they can claim not to be contributing anything to the notorious wine lake but merely meeting local consumption.

Indeed, technical grants from both the EC and the World Bank are helping modernisation and efficiency.



The caves of Taylor's the port maker in Oporto. Sales of port have been rising steadily and it is finding new markets far away from gentlemen's clubs

For the venerated port industry, the pile it high, sell it affordable philosophy is hardly natural style. Not least, the long lead times and complexities of production, diversity of brands and vintages and a total generic promotions budget of less than £500,000 make Mateus style success neither feasible nor desirable.

Nevertheless, the growing affluence of young people and status attached to the drink appears to have found new markets hardly identified with the port-and-wine pub drinkers or the gentlemen's clubs.

Since the big shake-out in the 1960s when swooping multi-nationals like Seagrams led at times to despair in the huddled wineries on the Vila Nova da Gaia quayside, a quieter industry has enjoyed consistent growth.

Export volumes have increased from 410,000 hectolitres in 1976 to 684,000hl last year with total sales now valued at somewhere around Esc\$25m - still above the earnings of wine.

"The companies are now in a fairly good financial state," says Mr Antonio Filipe of Cockburn, now part of Allied Lyons' Harvey's of Bristol group. "Nobody is going to disappear unless they want to sell out."

France and Belgium, which drink port as an aperitif, account for almost half all foreign sales, while Britain's 12 per cent of the export cake concentrates heavily on higher-value vintages. There is also new and healthy interest in the US whose purchases have more than doubled to 12,300hl in the last four years. The Far East shows promise.

Compound growth averaging 5 per cent a year since the mid-seventies is about as fast as the industry can manage, Mr Filipe believes, particularly in the light of this year's disastrous crop.

ENSCONCED IN his ancient, low-beamed dockside office overlooking the port warehouses of the River Douro, silver-haired Mr Joaquim Manuel Calem appears the very model of the traditional Oporto patriarch.

Indeed, he has recently strengthened his iron grip on A.A. Calem Filho Limitada by lifting his personal shareholding to 80 per cent, even though the only other two owners are close members of this own family.

"One likes to ensure control," he smiles, "though I admit it is rather going against the modern flow." Such sentiments are common among the old strong-willed aristocracy of the port trade. Mr Calem himself found his father and uncle's management of the family company sufficiently dogmatic to keep him away from the business until 1974, preferring to serve his apprenticeship as a General Motors dealer and with National Cash Register.

Founded in 1858, Calem's began as a port trader ferrying the wine in clippers to Brazil and returning with cargoes of tropical timbers. Today, one division of the business concentrates on stocking and selling special steels and acting as agent for Sweden's SKF. It also distributes such prestige products as Hine cognac and Bollinger Champagne, alongside its own Douro table wines through its distribution company, Vimus.

But the core of the business remains port, producing and selling 300,000 dozen bottles annually, more than half exported, for a return of Esc\$25m. Calem is by no means the largest of the 22 companies involved in the £150m-a-year industry, though it produces Velhotes, the house market's favourite brand, and claims to be the last family to still control the company that bears its name. (The Taylors, Warres and Grahams have all long since been swallowed by larger groups.) Such proud boasts, Mr Calem hopes, could spark new growth for

the firm in the future. For so far, unlike the astonishing fashion-industry surge of the single malt whisky market, port's growth remains on a more gradual, though definitely upward trend. But there are hopes that greater consumer discrimination and the selling power of exclusivity will continue to contribute to the company's steady 5 per cent to 10 per cent a year increase in highly competitive export markets.

"The problem is that port markets are different," says Mr Vasco d'Avillez, Calem's senior vice president, formerly with Heublein and IDV. "Each has to be treated especially. We are hardly going to dictate social convention to the French, for example, who drink port as an aperitif."

Mr Calem has, however, been dictating a substantial new investment programme, increasing land in production, expanding and modernising plant and pursuing his declared aim of 'quality, quality, quality' with the creation of single quintas (vineyard) and late bottled vintages. Like other producers, he believes

that only by cutting out exporting in casks in favour of to-plant bottling can more value be added locally, though a quarter of his own exports go under the labels of such buyers as Selsby and Argyle. "The prospect of an explosion in sales like those of Macallan or Glenmorangie is limited, however, by the very nature of the port production business and the long maturity periods required." Currently, Calem is not seeking to achieve volume growth of more than 10 per cent a year and neither are Saatchi and Saatchi set to win a new account. "It is a question of lots of imagination, regularly brought down to earth by common sense," Mr Calem says. "We can't possibly fight the big groups, but I believe a good product plus good service sells itself." As if to prove it, he happens to be the Portuguese agent and franchise holder for two other companies that do just that - sports car-maker, Ferrari and the phenomenally fast growing natural cosmetic products chain, The Body Shop. "The Body Shop doesn't believe in marketing but puts all its cash into the product," Mr Calem observes admiringly. "You get the customers by just opening the doors." Perhaps, for a port shipper, canny Mr Calem is not really quite so conservative as he first appears.

PROFILE: JOAQUIM MANUEL CALEM

An aristocrat of the port trade

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Handwritten note: João Pinheiro



Spinning machine in a Portuguese textile factory: this industry directly provides 220,000 jobs



Weaving in Portugal: textile output is equivalent in value terms to 25 per cent of Portuguese production

The textile industry is warning that a nationwide collapse could be just around the corner

Sector's leaders seek government intervention

PORTUGAL'S textile industry is feeling harassed. Although frequently held up by the government as the quintessential example of the capabilities of the country's industrial private sector, the sector's leadership is now warning that, without government intervention, disaster is imminent.

The lion's share located in the tiny golden triangle of Porto-Braga-Guimarães in the northern region, textiles are the largest earner and employer outside agriculture giving jobs directly to some 220,000 and providing a prime source of income to 800,000 more.

Last year, the industry sold about 60 per cent of Esc41.6bn of its total production abroad - a third of the country's total

foreign earnings. In value terms, overall output is equivalent to one quarter of all Portuguese production by manufacturing industry. Of this, 70 per cent is in higher value, ready-to-wear clothing, with the remainder scattered through fibres, yarns and weaving.

But in spite of these proud boasts, leaders of the hundreds of textile companies spread across the country are warning that a nationwide collapse is just around the corner.

Mr Alexandre Pinheiro, head of the ANIVIC clothesmakers' federation and a militant campaigner for the industry, argues that double-crossing by the European Community and inadequate backing from Lisbon has systematically undermined potential growth since the revolution stagnated pro-

duction in 1974. "Since then, the industry has grown little and badly", he says. "We are now suffering from problems of investment, lack of bank financing and from lack of flexibility in employment laws."

"But, chiefly, the problems stem from the EC's failure to meet its commitments, and its imposition of quotas and restrictions on sales."

Mr Pinheiro argues that when Portugal was a member of the European Free Trade Association (EFTA) its access to EC markets was far greater than it is today. Now countries like the UK and France frequently impose licenses and unit-quantity quotas with little or no prior warning, thereby damaging production schedules and leaving companies with unsold stock.

While imports have increased eight-fold, in just the first year of EC membership, Portugal's access to the market has for the first time been seriously hampered, he alleges, with an immediate impact on profits.

Many companies are exporting at break-even prices simply to maintain market share.

Mr Pinheiro now claims that mass unemployment and even "social unrest" are just around the corner if a new agreement with the EC is not negotiated. Such an alarmist view does not appear to be shared by government officials. Nevertheless, they accept that a fundamental restructuring of the industry is a pre-requisite to success in the longer term.

Mr Antonio Taveira, a direc-

tor of the northern region planning committee, argues: "Textiles and clothing have been on the verge of crisis for years, but always seem to get through, due to its strong capacity to adapt."

"Nevertheless, it needs to be able to diversify its complementary activities, not least in small scale machinery for industry."

In part, it is scale that produces textiles' greatest problem. The average factory in the region employs less than 50 people. Large or medium-size companies will farm out contracts to a substantial number of these small firms, thereby ensuring that if one goes bankrupt others are ready to take its place.

But the advantages that this

flexibility brings problems for raising investment finance. As long as Portuguese salaries remain competitively low with the rest of the EC, all should go well. But if they rise substantially, then alternative suppliers like Turkey, Morocco or the Far East will prove more attractive.

One foreign banker claims that while there are a number of well managed and capitalised big-players in the industry, he is flooded with loan applications for new technology from medium and small-sized firms with inadequate management expertise or collateral to prove an acceptable risk.

But he adds: "The last three years have been good for textiles and footwear with a num-

ber of new companies forming - there has now to be a greater concentration on merging and rationalising existing businesses."

Incoming investment from abroad has accelerated somewhat recently, with West German and Scandinavian companies showing most interest. But the attractions of local conditions are inhibited by poor infrastructure and communications.

For Mr Pinheiro, the only guarantee against a downturn is in boosting the reputation of the country's product internationally and developing local brand names, sold under the "Made in Portugal" label.

"Recently, we have had a great increase in quality", he says. "But this has been swallowed up by other people's

brand names disguising the country of origin."

Efforts are now underway to promote Portuguese design at international trade fairs, the first of which was held in Oporto last month.

But in the end, Mr Pinheiro remains insistent that only a centrally directed government policy, extending temporary protection for the textiles and clothing sector, can give a breathing space from foreign competition. He says that 12 years, he says, are needed, to allow the industry adequate time to readjust.

Whether or not this is true, the momentum towards the 1992 deadline for a barrier-free Europe makes it look highly improbable.

Ivo Dawson

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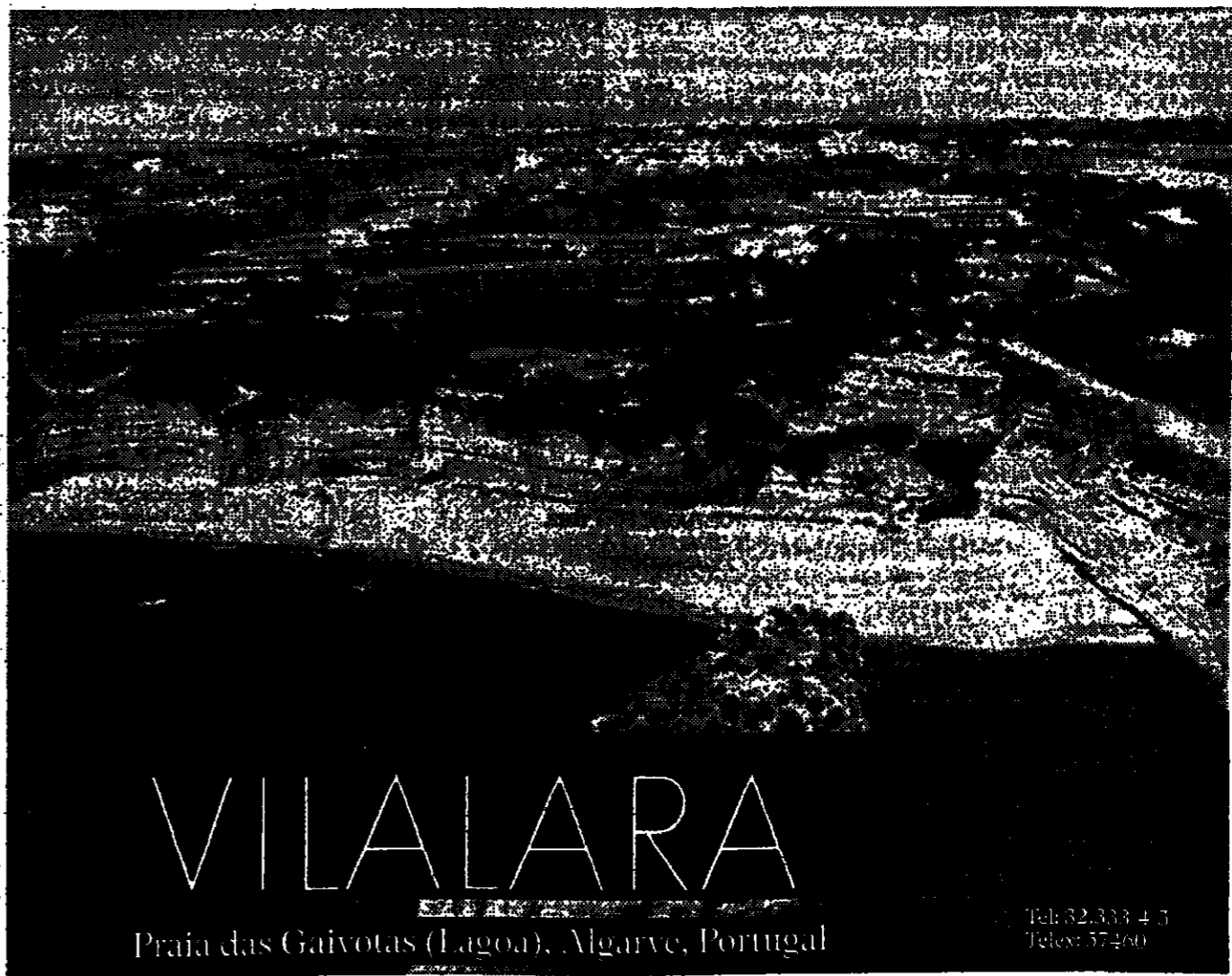
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PORTUGAL 14



Fishing continues, often amid the bustle of the tour coaches and sightseers



A Lisbon tram: now they are a must for visitors to the city

TOURISM

Lisbon takes to the boats

CRUISING on the river by day or night has become the way to see Lisbon from a novel angle. It has long been known the city, with its higgledy-piggledy old quarters looked good from the river Tagus, especially at sunset when the old place turns a delicate pink. But until lately to see Lisbon from the water you had to be either rich and own a boat or be a modest commuter on the ferries plying the Tagus. Now that has all changed. Waking up a little late to the notion that many visitors like to do more than clamber on and off tour coaches, the city now offers between May and September two hour boat rides by day or night - the latter prettily titled Lights of Lisbon (which include dramatically-floodlit monuments along the waterfront and further up the

picturesque colour to paying customers from Europe, the Americas and increasingly the Far East. For too long Portugal was generally confused abroad with an impersonal Algarve where you went on the cheap to bask in the sun. Like other nations blessed with long sunny seasons, Portugal is now uneasy about the downmarket packaged British holidaymaker - not least his gift for alienating bigger-spending, visitors unhappy at the prospect of sharing a resort with the segment of the enterprise culture whose manners stayed home with the thermal underwear. Quality tourism has become a shibboleth for the country - including an Algarve now investing in tennis courts, yacht marinas and golf courses to attract more prosperous year-round visitors, in luxury developments offering green space, in hotels able to cater to conventions or conferences without bursting at the seams and in efforts, somewhat belated, to block the more awful symbols of downmarket tourism: grim grey high-rises, tacky shops and restaurants. To the North owners of manor houses and less grandiose establishments are doing bed and breakfast that in some cases can stretch to lunch or dinner that has caught on with visitors with cars who like to savour the quaint flavour of Portuguese rural life. Everywhere, municipalities, after past neglect, are restoring and primping local monuments, churches and castles, museums, squares and gardens, and taking more pride in their heritage. Cafe and restaurant owners are repainting and polishing, buying new furniture and bright new awnings to replace grubby old stuff that should have been thrown away years ago.

Eagerness to preen for visitors and welcome them more elegantly is part of a rebirth of national pride that comes with political stability, economic growth, EC membership and EC structural funds that help finance local development. More polish and self-promotion that invites visitors to see more in Portugal than sun and sand, have paid off even in this hideously-rainy year until July when the sun came and stayed out, tourist revenue has gone up and should net \$2.5bn by December - 23 per cent more than 1987 (which was 40 per cent higher than 1986). The number of visitors should exceed 15m (1 1/2 times the population of Portugal).

The vast majority of visitors comes from Spain which finally discovered its neighbour when it joined the EC in 1986 and now flocks in, creating monstrous traffic jams at the frontier, shopping or dining, sightseeing and exclaiming "Mira, hombre, que raro" (How curious), and returns to Andalusia, Extremadura or Castile convinced it has been on an adventure. Well, it is an adventure to enter the house of a neighbour whom you have studiously ignored for most of his life - and find him not as impossible as you thought, but shy yet happy to show you his newly-burnished treasures.

Diana Smith

Everywhere, municipalities, after past neglect, are restoring local monuments

Landlubbers who shudder at the thought of a chug among the tugs, ferries, cargo vessels and luxury liners that frequent the Tagus have another choice a 90-minute tram tour, clanking and creaking up and down narrow, cobbled streets where bus drivers fear to tread and motorists honk and gesticulate because they are stuck behind you in streets where a fat cat can barely squeeze between tram and wall. Trams have been here since the 1890's. But until 1983 no one thought of making a tram tour a daily tourist attraction. Late blossoming ideas are symptomatic of the times it has taken Portugal to understand how to show off its history and

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Markets are always popular with the tourists



Water theme parks on the Algarve, like this one near Portimao, have become big business

MUSIC

Old attitudes challenged

SAY FLORENCE Foster Jenkins to a music lover and they will shudder. But basically, she couldn't phrase, rally sufficient breath to hit low, never mind high, notes, or hold a tune. She was a tone-deaf innocent with total faith in her talent and if you do not mind sore eardrums, her recordings are pure, unconscious comic genius. Over the years Portugal has suffered somewhat from the Foster Jenkins syndrome: too many uncertain singers, or indifferent instrumentalists and conductors who achieve the interesting feat of making Mozart sound like Bela Bartok. They lacked Mrs Foster Jenkins' Grand Guignol hilarity, but they have offered difficult evenings to audiences too polite to throw epithets or tomatoes as an angry Italian public would, at under-talented or under-practised performers whose confidence generously exceeds their ability. Portugal is not lacking in talent but sometimes the grind of studying and the punishing practice, the discipline of starting at the beginning, not presuming to know everything after three lessons at the Conservatory, do not come easily. Musicians perform too soon or too casually for their own audiences' good and their slapdash approach detracts from the reputations of many good and hardworking musicians who have tried to set high local standards and make an international career as well. Patronage of music has been shaky, too, apart from erratic and miserly government backing, or support from the 32-year-old firm Calouste Gulbenkian Foundation, which provides scholarships and has its own orchestra and ballet company. The Gulbenkian orchestra can play well under martinet, and rather less well when given its head... not so much a lack of gifts but of a tough resident conductor pushing for consistently high standard. Outside the Gulbenkian, Portugal's few symphony orchestras suffer from lack of money, morale and players. The radio orchestra when it gives concerts must fill seats abandoned years ago by fed-up players, with green Conservatory students who can barely read a score. But times have suddenly changed. A new force is challenging old attitudes and drawing joyful audiences. It is called the Nova Filarmónica Portuguesa - the New Portuguese Philharmonic. Only five months old, the orchestra has proved a that Portuguese ensemble can not only play in close harmony but innovate and exhilarate. It is the work of an obstinate man - the composer and conductor Alvaro Cassuto, Portu-

guese-born son of German-Brazilian refugees. Now 46, Mr Cassuto first studied conducting in Portugal then in Vienna with the legendary Herbert von Karajan. Winner of the prestigious Sergei Konsewitsky prize for conductors, Mr Cassuto has worked with Leopold Stokowski's American Symphony, with the National Orchestra of New York, and with the Rhode Island Symphony - and has taught conducting at the University of California at Irvine. America also taught him how to raise funds for music - convincing donors for Mr Cassuto's stubbornly nurtured dream of founding and leading a top-rank professional Portuguese orchestra that would make beautiful, accessible music and enhance the country's reputation. He nursed the dream for 20 years before he could give the country of his birth a 38-piece roving orchestra made up of

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Remarkably few businesses dared say 'No, thank you', to Mr Cassuto

highly-talented young Portuguese and foreign musicians who give enjoyment to a new public and inspire other young musicians to try harder. Alvaro Cassuto first suggested his idea in 1968, applying for backing for a travelling orchestra. No one was interested, so he pursued his American career, conducted sporadically in Portugal, unhappy with the quality of orchestras, and dreamed his dream. Finally Portugal's 1986 Arts Sponsorship Law that gives businesses 45 per cent tax relief on contributions to the arts, made the Cassuto dream feasible. Starting last October, he canvassed Portuguese and foreign companies and local municipalities (studiously avoiding the government) for help in setting up and operating his orchestra. Remarkably few businesses dared say 'No, thank you' to Mr Cassuto who is not only an iron-willed maestro but past master at persuading entrepreneurs to put their money where his music is. In six weeks there were enough pledges to get started, audition young musicians at home and abroad, and offer a year's contract to the core of the Filarmónica: young but established American, Czech and Bulgarian groups of wind and string players who would both perform and give master classes in the provinces - a firm-

mentary part of the creation of a noble professional and ambitious generation of Portuguese musicians. Nine young Portuguese trainees were hired who, contrary to local practice, would not be allowed to play a note in public until they were of sufficient calibre. Mr Cassuto urged musicians and sponsors: "Join us and indulge your sense of adventure." Portuguese players, full orchestra members or trainees, have risen to the occasion with a zest that proves that disciplined talent has been waiting for a catalyst and fitting showcase. Having winkled nearly \$1m for his first year's budget out of sponsors like Ford, British Petroleum and Shell, and major nationalised or private banks or groups - Tabacoira, Portucels, Caixa Geral de Depósitos or Banco Comercial Português, BAF, SONAE and dozens of others - Mr Cassuto is now hitting them for next year's needs - larger because the orchestra will increase to 44 players, making its way towards large orchestra status a few steps at a time. Between its debut in late May and mid-September the Filarmónica gave 54 concerts - an unheard of number for Portugal. It played everywhere: cities, large and small, towns, public and cathedral, medieval ruins or palaces, cinema, hotels or humble parish halls - wherever there was an audience, Mr Cassuto and his players got on the bus and took music to the hinterland. People responded with wonderment. Children crept up to the musicians' platform at set their feet, entranced young local musicians begged to be included in master classes and began to dream of one day being a Filarmónica trainee. Though small for now, the Filarmónica sounds as mellow and expansive as a big symphony orchestra. Its vivacity, bold quality has led Portuguese music critics, unused to not making excuses for erratic players, to rave, and audiences to bang their hands together as they rarely have in the past, no longer out of mercy for the misguided, creature on the stage but out of sheer pleasure. National pride has taken a vibrant shot and the birth of the Filarmónica has forced other Portuguese musicians to take a hard, critical look at themselves. As fast as you can say all-ago can bring, the Nova Filarmónica is shooting the echoes of dear old Florence Foster Jenkins off the local musical stage.

Diana Smith

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PORTUGAL 15

Farmers throughout the country are beginning to come to terms with the Common Agricultural Policy

A determined assault on agricultural traditions

FARMERS everywhere hate weather. In Portugal, where valiant efforts have been made in two years to correct centuries of mistakes, newly-ambitious farmers had ample cause to detest the elements this year.

In October 1987, the rains came, stayed and damaged what should have been record crops.

But this July the sun returned. Once the damage was assessed and partially repaired by the authorities, the farming community began to plan for the future again, no longer simply as Portuguese farmers but as members of the EC and its complex Common Agricultural Policy.

EC membership has forced drastic consciousness-raising on to Portuguese farmers and officials. The experience is as salutary as a maximum strength tonic. Initially it tastes so bitter you can barely stand it but after a while you function better than ever.

Portugal joined the EC with one of those paradoxes that make it so endearing: yields and quality were a quarter or at best half of European averages but prices to the producer soared above EC levels.

Between now and 1986, prices of grain and of milk must drop to (descending) EC levels.

Milk, whose price was 30 per cent above the EC's has almost levelled already and production is rapidly becoming more efficient in fast-changing market conditions.

Domestic consumption of dairy products, while growing over the last 20 years, is far below EC levels.

The Portuguese drink 60 per cent the amount of milk compared with their EC partners. For butter it is only 19 per cent of butter and 30 per cent for cheese.

Diet habits are altering, though, and the local dairy industry is keen to create a niche before it has to face free EC imports when its protective transition period ends.

Grain prices, meanwhile, were 70 per cent above the EC's, and are slipping down a little each year. Now farmers are being urged to consider growing something else in the Alentejo - cork trees, cotton, sunflowers and jojoba beans (used for cosmetics), or to breed sheep for meat, since lamb is in short supply in Portugal.

In other parts of Portugal where less-suitable crops have been grown by generations of farmers, new habits are being fostered. In the fertile Ribatejo valley, where the best soil is found, farmers are helped financially to rip up vine orchards that have no place in the EC's wine list (\$850,000 of inferior vineyards were destroyed in 1987), and to grow corn or fruit and vegetables, for which there is a market.

In the Algarve, coexisting with tourist projects, farmers are going into intensive fruit and salad greens production of citrus fruits for EC markets, is increasingly in greenhouses that spared them the worst rain damage this year.

In the north people who once grew a bit of kale and a few ears of corn for silage for their cow or chickens are getting into kiwi fruit, while wine growers are goaded into consistent quality in new demarcated regions.

It is only the beginning of an assault on rusty agricultural traditions, ahead the years of intensive funding, concentrated training, nagging and learning of an intensity this country, with Europe's worst agricultural record, never

before contemplated.

The verve with which officials in the Ministry of Agriculture tackle their immense labour will not by itself transform Portuguese agriculture into a consistently-productive enterprise faster than you can say European Fund for the General Orientation of Agriculture, but it is exhilarating to observe the disappearance of decades of political rhetoric and the birth of enthusiastic common sense.

The task is enough to damp even the most enthusiastic. Two thirds of Portugal's 800,000 farmers are over 55 (a third are over 60). Rural illiteracy is three times higher than the national average. Spreads are tiny and hard to run on a commercial basis.

Farmers' Co-operatives are more buying-selling operations than the producing farm of co-ops needed to achieve smoother organisation, distribution and marketing of farm produce. Individualism is rampant making it hard to shepherd farmers into EC-style associations. Soil is often unstable and in often more suitable for forestry than farming - but say this to most farmers and they bristle at the implication that they are only fit to grow trees.

Financial resources are scanty: even with massive EC assistance, the state budget must find matching funds out of a tight purse. In 1987 Ecu57bn (\$370m) - grants, loans, infrastructure and private investment, was pumped into

Portuguese agriculture, more than ever in the country's history.

In the view of the authorities, the answer to many problems lies in new young farmers. Properly-trained, heavily assisted with grants and cheap loans, urged to think bigger than their elders and look to the market forget about growing any old thing however badly.

The philosophy has started to pay off. Under the grant system provided by EC Regulation 797, 2,100 of the 5,000 projects approved are from young farmers who, in some cases can get grants for up to 68 per cent of their investment.

The average young farmer's investment - about Ecu10m is double the average for the

3,500 projects submitted, and being processed as fast as possible.

The young farmers are buying land from older farmers and most importantly, they are associating.

Regulation 797 is not the only support for Portuguese agriculture: a special 10 year Ecu7m support programme set up by the European Commission, finances major, officially-designed infrastructures (rural roads, electricity, irrigation, drainage) or special programmes like cork and wine improvements. Regulation 356 finances agri-business and market organisation projects. By June 1988 Ecu16m of investment projects by young farmers had been approved and Ecu18m of projects by other

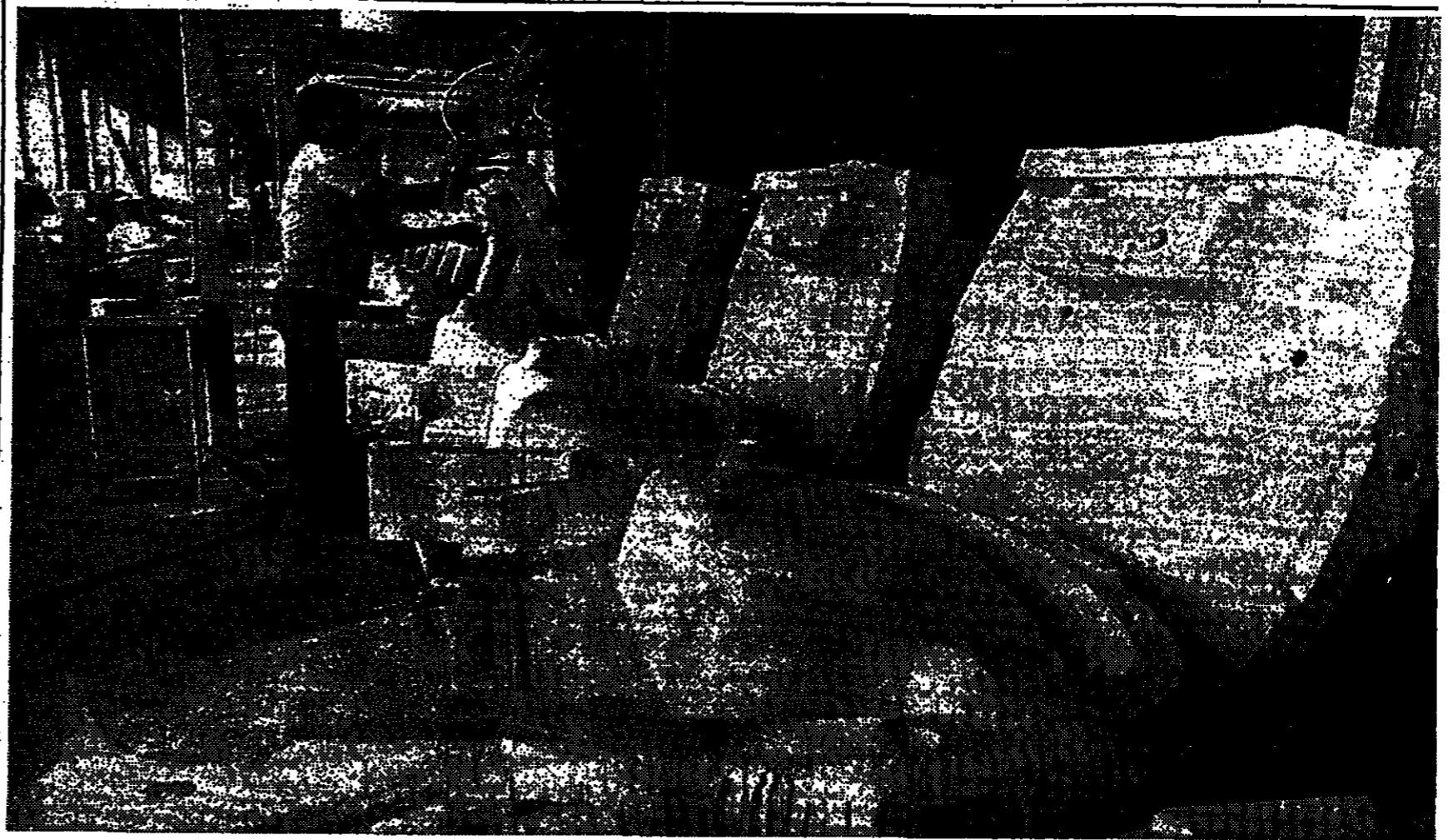
farmers - a tremendous boost to agriculture.

As important as the injections of funds is the new sense of professionalism spreading through Portuguese farming. While unlikely ever to become the 'California of Europe', due to drawbacks of size, soil and weather - the role of Europe's California suits southern Spain more comfortably - Portuguese farming, once it has grasped the techniques of the 20th century, and the basics of picking, packing, marketing and accounting, should be able to find its own niche as a producer of out-of-season fruit and vegetables for Northern Europe of quality if never massive quantity.

Diana Smith



For Portuguese farmers years of intensive funding and concentrated training lie ahead



Ceramics manufacture is one of Portugal's leading industries but the companies involved tend to be small with few employees

"PORTUGAL: THE NEW PRIVATE BANKS - THREE YEARS AFTER"

In 1983, following the authorisation given to the Government by Parliament, an amendment was made to the legal boundaries of the public and private sectors of the economy. The access by private initiative to certain sectors, namely the banking sector, from which it had formerly been excluded, was reopened.

Between end-1984 and mid-1986, 10 banking institutions began their activity. Six of them are branches of foreign-commercial banks (Manufacturers Hanover, Chase Manhattan, Citibank, Barclays Bank, Banque Nationale de Paris, and Generale Bank), three are Portuguese commercial banks (Banco de Comércio e Indústria, Banco Comercial Português, and Banco Internacional de Crédito) and one is an investment bank (Banco Português de Investimento) which resulted from the transformation of an investment company.

Although the new private banks - both domestic and foreign - became subject to the general system applicable to the control over the activity of all the other credit institutions of a similar nature, a specific transitory treatment was given to them as regards their compliance with the quantitative ceiling on credit expansion, still a major instrument of Portuguese monetary policy. A gradual adjustment process to monetary policy guidelines, namely as regards the size and the composition of the resources raised, was thus granted to the new banks.

According to the existing methodology, the share of each bank in the overall credit ceiling depends on its share in a set of resources which are differently weighted, being favoured those with longer maturity (and more stable) against the more volatile ones. In the case of the new banks, and following a three-month period of exemption from the ceiling subsequent to their opening, such share is increased throughout an adjustment period of 30 months by a multiplying factor which starts at 1.6 and decreases regularly in the course of the same period. The overall credit ceiling is thus temporarily reallocated in favour of the new banks. Furthermore the new banks benefited from exceptional treatment in other areas such as the access to foreign exchange risk cover operations with the Banco de Portugal and the temporary exemption from ceilings (after the 30 month adjustment period) of domestic credit funded through short-term external credit.

By operating generally in highly disputed market segments and being to a large extent wholesale-oriented, the new banks have given a powerful competitive boost to the system. Despite the administrative controls still prevailing in some aspects of the operation of the banking system in Portugal, the new-banks have achieved a fast growth of their market shares and particularly a remarkable performance as regards their operating profits. The incorporation in Portugal as subsidiaries of two branches of foreign banks (Manufacturers Hanover and Citibank) and the subsequent public offers for sale of part of their own share capital allowed them in turn to benefit significantly from the development of the capital market in Portugal. Other banks have shown interest in a similar incorporation. Besides, some new banks have recently increased their equity capital through public issues of shares.

Relative to other commercial banks, the new banks have not, in general, been very active in raising long term (over six months) deposits which are more favourably weighted for purposes of the allocation of the overall credit ceiling by bank. Contrarily, they held a rather significant share in other types of eligible resources - particularly in medium- and long-term external credit and in own resources - which, in turn, confer a double benefit in the system of allocating credit ceilings. The share of the new banks in overall credit granted by commercial banks is presently more than fourfold that of June 1986. Their profitability indicators have without exception been clearly improving. In 1987, when the yield on long term bonds stood just above 15 per cent, the ratio of operating profits to equity of the new credit institutions reached an average of 21 per cent (against 16 per cent in 1986). The same ratio for the banking system as a whole did not go beyond 10 per cent.

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INTERNATIONAL COMPANIES AND FINANCE

Murdoch funding for Triangle deal in place

By Raymond Snoddy
MR RUPERT MURDOCH, chief executive of News Corporation, is believed to have put his finance in place for his largest ever acquisition - the \$3bn purchase of Triangle Publications of the US.

Modest Saudi billionaire indulges banking passion

Finn Barre profiles First Boston's Saudi guardian
Mr Suliman Olayan, the Saudi billionaire who this week emerged with a key role in the restructuring of First Boston, the Wall Street investment bank, is indulging a passion for banking, where despite a lack of formal background he has a number of significant involvements worldwide through directorships and shareholdings.

CPC ahead despite 8% drop in sales

By Robert Vincent in New York
CPC INTERNATIONAL, the New Jersey-based food processing group, yesterday reported further strong progress, lifting third-quarter net income by 29 per cent to \$76.7m and earnings per share by 36 per cent to 98 cents.

GE raises third-quarter earnings 16% to \$815m

By Our New York Staff
GENERAL ELECTRIC, the huge industrial and financial conglomerate, has reported a continuing rise in profits. In the third quarter of this year it lifted net earnings by 16 per cent to \$815m, with the improvement being led by plastics, financial services and medical systems.

Dyno to expand its explosive interests

By Karen Fossil in Oslo
DYNO INDUSTRIES, the diversified Norwegian industrial group, said yesterday that it had agreed to purchase the 50 per cent stake owned by Du Pont of the US in Du Pont Westfarmers, the second largest Australian explosives company, for an undisclosed sum.

Philips in submicron chip project setback

By Laura Raun in Amsterdam
PHILIPS, THE Dutch electronics group, has suffered an apparent setback in its submicron chip project, with lower than expected demand forcing plans for two production facilities to be postponed.

International Paper doubles earnings

By Anatole Kaletsky in New York
INTERNATIONAL PAPER, the world's biggest integrated paper-making company, almost doubled net earnings in the third quarter, maintaining a 90 per cent-plus rate of profit growth for the second year running.

Dow Jones in 13% decline

By Our New York Staff
DOW JONES, the US business information and newspaper group which publishes the Wall Street Journal, suffered a 13 per cent decline in net profits during the third quarter.

Court turns down LAC Minerals

By David Owen in Toronto
THE SUPREME Court of Ontario yesterday dismissed a request by LAC Minerals, the fourth-largest gold producer in North America, for a new trial to determine ownership of the huge Page-Williams gold mine in northern Ontario.

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INTERNATIONAL COMPANIES AND FINANCE

Westpac to buy loan portfolio for A\$1.47bn

By Chris Sherwell in Sydney

WESTPAC, one of Australia's Big Four trading banks, is to pay nearly A\$1.47bn (US\$1.18bn) for the loan portfolio of the Defence Service Homes Corporation, a state mortgage lender.

The purchase is part of a series of asset sales announced by the Federal Government last year. Others have included a naval dockyard, government office blocks in Sydney and part of the Australian embassy site in Tokyo.

The announcement yesterday, from Westpac and the three government departments involved, said the bank would purchase the portfolio for its face value of A\$1.47bn plus a A\$100m premium. Because of the timing of payments, this premium was said to be equivalent to A\$85m to the Government.

The Defence Services Homes Corporation was set up to meet the housing needs of first world war veterans and their widows, and was later expanded to include those who served in Korea, Malaya and Vietnam. Its loans are offered on a concession, and currently 137,000 mortgages are outstanding.

Westpac said the purchase was without precedent, and equivalent to the acquisition of a building society without its staff or bad debts.

It said the deal would lift the bank's existing home loan portfolio of A\$7.5bn significantly closer to the A\$9bn level of the country's biggest home lender, the Commonwealth Bank.

At the same time, the bank expects to pick up additional business in the form of second mortgages and new cheque and savings accounts, as well as new loans to eligible defence service people over the next 30 years.

State Bank of South Australia has applied for a full commercial banking licence in New Zealand, AP-DJ reports from Wellington.

Mr Tim Marcus Clark, managing director, said the aim was to introduce niche banking to big companies and wealthy individuals.

The side-effects of Irving Bank's poison pill

Anatole Kaletsky looks at the repercussions of Bank of New York's victory in its bitter takeover battle

The merger between Bank of New York (BNY) and Irving Bank, which was finally signed and sealed this week, concluded what was by some accounts the longest and most expensive takeover battle in US history.

In addition to creating the 11th largest bank in the US, with total assets of between \$45bn and \$50bn, the merger has shed new light on at least three important questions which have kept bankers, businessmen and takeover lawyers guessing for the past year.

Probably the most significant effect of the Irving battle was to add to the confusion over the "poison pill" anti-takeover devices adopted by ever increasing numbers of US corporations. The decision by Irving's Mr Joseph Rice to surrender was prompted directly by the refusal of the New York State Supreme Court to recognise the Irving poison pill.

But far from discrediting all poison pill-type defences, the bid for Irving may simply have focused attention on new ways of making these defences effective. One of the most popular is likely to be for New York-based companies to reincorporate in Delaware, a state where courts have upheld the use of poison pills.

The Irving bid also demonstrated the limitations of the

state anti-takeover statutes which have recently been imposed on companies undertaking hostile bids. Rather than many lawyers' surprise, the New York courts upheld the state's anti-takeover law, which would have prevented BNY from consummating a full legal merger with Irving for five years even if it acquired all of its shares.

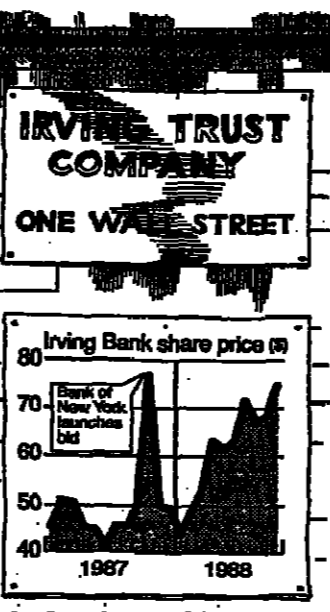
BNY declared, however, that it would go ahead with the bid anyway and operate Irving as a separate subsidiary, accepting the substantial financial and operating problems which this would entail.

In terms of the banking business itself, the Irving takeover proved once and for all that a sufficiently determined bidder can buy a major US bank against the wishes of its management and board. The Federal Reserve Board, far from opposing BNY's unfriendly offer as a few old-fashioned banking analysts sentimentally supposed it might, ended up playing the key role.

By putting regulatory obstacles in the way of Banca Commerciale Italiana (BCI) and its stringency regarding BCI's bid application has raised two further issues. Will the success of the Irving takeover lead to an outbreak of merger mania and corporate raiding in the banking busi-



Joseph Rice: the man who raised Irving's white flag



ness? And will foreign banks be excluded, or at least handicapped, in this game?

The answers to both these questions appear to be negative. No doubt there will be further mergers in the years and months ahead, as a result of the many structural changes which are sweeping the worldwide banking business. But banks are most unlikely to

become the next "hot" sector for takeover speculators when the supply of bid stocks in publishing and food manufacturing is exhausted. In part this is because the magic powers of leverage do not work in bank takeovers.

Many of the multi-billion dollar mergers on Wall Street in the past few years have been explicitly designed to suck the surplus equity out of large companies and replace it with debt in order to multiply the potential returns to new owners. All of the pressures on the banking business, however, are in the opposite direction. US banks are under orders from the Fed to raise their equity to meet the new international capital guidelines and regulators are most unlikely to approve mergers which weaken a bank's capital ratios.

In addition, of course, US legislation at present limits the field of potential acquirers, making it impossible for banks to fall prey to general industrial or service conglomerates. Takeovers in the US banking sector are going to be confined, therefore, to horizontal mergers between banks.

This leaves the question of foreign bank takeovers. The Fed has gone out of its way to deny that nationality had anything to do with its opposition to BCI's friendly plan to buy 51

per cent of Irving. In fact the Fed has pointed out repeatedly that it never opposed BCI's bid. It simply requested additional financial information on Instituto per la Ricostruzione Industriale (IRI), the Italian state holding company which owns 60 per cent of BCI.

Fed officials claim to have been surprised and incredulous when BCI abruptly withdrew its bid for Irving after receiving what they considered a routine information request under the Bank Holding Companies Act.

Fed officials apparently told BCI at the time that they would waive some of the US law's requirements for IRI "to the maximum extent possible." They claim that there was never any question of asking IRI to dispose of its far-flung industrial interests in order to win permission to acquire a US bank.

From the Italian standpoint, however, the Fed's amazement was somewhat disingenuous, since it was seen as unacceptable for IRI, an agency of the Italian Government, to consider operating on the basis of special waivers. It is an open question whether this particular incident ends up being seen as a storm in a teacup or leading to further clashes between US and European banking law.

KIO to take control of Singapore company

By Our Financial Staff

THE KUWAIT Investment Office (KIO) is to take over First Capital Corporation, a Singapore property company known formerly as Sealion Hotels and resumed in July last year by United Industrial Corporation (UIC), a leading local conglomerate.

UIC, which took control of First Capital from Mr Allan Ng amid an official inquiry into share dealings involving Mr Ng, will sell a 51 per cent majority to the KIO for S\$124.5m (US\$61.4m).

The Kuwaiti state agency will acquire this stake through Dao Hong Holdings, a Hong Kong-based investment company in which it is a principal shareholder. After this deal, which is subject to approval by UIC shareholders, it will then make a general offer at the same per-share price of S\$1.50.

The shares are to be acquired by J.M. Sassoon, the broker, or placed by Sassoon with either KIO or third parties. KIO holds a 49 per cent stake in the holding company of Sassoon. UIC retains a 27.8 per cent interest in First Capital which it said would not be sold during the offer period.

Nan Fung chairman aims to take company private

MR CHEN DIN-HWA, chairman and controlling shareholder of the Hong Kong-listed Nan Fung Textiles Consolidated, wants to take the company private. AP-DJ reports from Hong Kong.

The board of directors said yesterday it had been informed of Mr Chen's plans to buy out minority shareholders and had appointed Sun Hung Kai International as adviser.

Mr Abraham Chan, a manager with Jardine Fleming, Mr Chen's advisers, said the buy-out offer was at a preliminary stage. Nan Fung is a textile company with interests in property investment and development, securities investment and mortgage financing.

Mr Chan said Nan Fung had

no debt and did not need the stock exchange listing to raise funds for expansion.

As of March, Mr Chen owned 78 per cent of Nan Fung. At the current share price of HK\$8.80 the buy-out would cost about HK\$900m (US\$102.6m) but the final offer is thought likely to be significantly higher. Nan Fung shares were suspended yesterday.

Nan Fung's announcement fuelled rumours on the exchange that a number of buy-outs were in the works. Interest started last week when Australia's Bond Corporation Holdings said it planned to buy out the minority shareholders in Bond Corporation International, its Hong Kong-listed subsidiary.

Singapore Press plans de-merger

SINGAPORE PRESS Holdings (SPH), the island's dominant newspaper group, yesterday announced the terms of a proposal to hive off its Times Publishing subsidiary into a separate listed company. Reuters reports from Singapore.

The proposal offers SPH shareholders one Times share for every two SPH shares held. Times's issued capital, at S\$121.53m (US\$59.8m), will be half SPH's capital.

Mr Lim Kim San, the chairman, said shareholders had been urged to vote for the proposal. Completion was expected by February. The de-merger occurs four years after the Government ordered the merger of three newspaper groups to form SPH. SPH shares rose 15 cents yesterday to S\$7.30.

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INTERNATIONAL COMPANIES AND FINANCE

UK firms profit from overseas government sell-offs

By Simon Holberton, Economics Staff, in London

BRITISH consultancy firms could in future earn hundreds of millions of pounds by advising foreign governments on how to privatise public assets, a senior executive with Coopers & Lybrand, the big accountancy firm, said yesterday.

Mr Paul Batchelor, head of Coopers & Lybrand's privatisation group, said his firm had earned about £20m (£24m) in revenues from privatisation over the past five years. Most of this derived from UK advisory work but he said he expected that in future revenues would be evenly split between domestic and foreign consultancy.

He made these claims at the launch of a publication which puts privatisation in a practical context. The booklet is aimed at governments and state-owned institutions which are engaged in, or interested in, pursuing privatisation as a policy.

Mr David Howell, a former energy secretary, said at the launch that privatisation, which has started in Britain as a way of controlling the public sector borrowing requirement, has since transcended national boundaries and ideologies as



David Howell, former UK Energy Secretary, says that privatisation has transcended national boundaries.

governments of all persuasions realised the benefits of private enterprise.

Mr Batchelor said that Coopers & Lybrand was involved in over 16 countries, ranging from Portugal to Turkey and New Zealand to Zambia, which were actively considering the sale of public assets or the re-organisation and restructuring of them on a more commercial basis. It is also currently advising the UK Government on the privatisation of British Steel and the water authorities.

He said that privatisation was more complicated than just the sale of public assets to private interests. It involved not only ownership but management, finance, and issues of competition and deregulation as well.

"Privatisation: its place in public sector reform", Coopers & Lybrand, Plumtree Court, London, EC4A 4ET. £5.00.

Ferguson moves up-market using French expertise

By Terry Dodsworth in London

FERGUSON, the UK telecommunications company acquired by Thomson of France last year, is launching a range of up-market products based on technology developed by the French group.

The new range is built around Thomson's latest television tube design.

This is an extremely flat tube, which has allowed stylists to produce less bulky sets for any given amount of screen space.

At the same time, Ferguson is introducing digital sound for the more expensive models in its range, along with an anti-glare device designed to clarify the television image in bright lighting.

Mr David Silver, Ferguson's marketing director, said that the launch marks a new emphasis on the top end of the UK television market for 24-inch screen sets.

By the middle of next year, it is expected that about a quarter of the British market will be in 24-inch products, and Ferguson is aiming to increase its market share in this sector by

about 5 percentage points to just under 30 per cent.

Ferguson's move follows a shake-up in the group after last year's takeover. As a result of the Thomson acquisition, the group's workforce was cut by 1,200 people to its present level of 3,000, based at two sites in the London area and at Gosport in Hampshire. Output dropped by approximately 200,000 sets a year to around 750,000.

The main cause of the sales reduction was the loss of a 200,000 a year order from JVC, the Japanese consumer electronics group, which used to buy sets from Ferguson, but which has now established its own manufacturing plant in Scotland.

Integration into Thomson, one of the three largest television companies in the world, has also given Ferguson the chance to expand its range of audio products. These are bought in from the Thomson organisation, which mainly sources its audio products in the far east.

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Carless to press on with Ryan International bid

By Nikki Tait in London

CARLESS, the UK oil independent, yesterday made clear that it intends to plough on with its proposed £104.2m (\$177.1m) offer for Ryan International, the open-cast coal mining and coal recovery group. This is in spite of public opposition from London Merchant Securities, its largest shareholder, and an expression by Kelt Energy of bid interest in Carless.

In addition, Rawda Investments, the second largest shareholder in Carless with an 8.3 per cent stake, said last night that it has returned proxy cards supporting LMS's opposition and voting against the merger.

Carless shareholders are due to decide on whether the merger should go ahead at an extraordinary general meeting on Friday morning. LMS has already made clear that it will oppose the deal in respect of its 27.3 per cent holding.

Rawda, a Saudi Arabian investment company, added that the decision had been taken "as things stand at the moment" and that it was still watching the situation.

The statement from Carless described the change of stance by LMS, which holds two board seats at Carless and originally said that it supported the merger, as "unfortunate."

When LMS changed its stance, there were strong suggestions - denied by LMS itself - that the investment company was making a final attempt to attract a buyer for its stake.

Monday's statement by Kelt Energy, another quoted oil independent controlled by French businessman Mr Hubert Perrudo, said it was considering a full offer for Carless. Carless dismissed this as "vague and unclear."

Mr Ian Chubb, chief executive of Carless, said the company was experiencing strong institutional support for the Ryan deal and said that private shareholders were voting positively in "massive numbers." He added there was "absolutely no intention" of postponing Friday's meeting, although he conceded there could be a photo-finish.

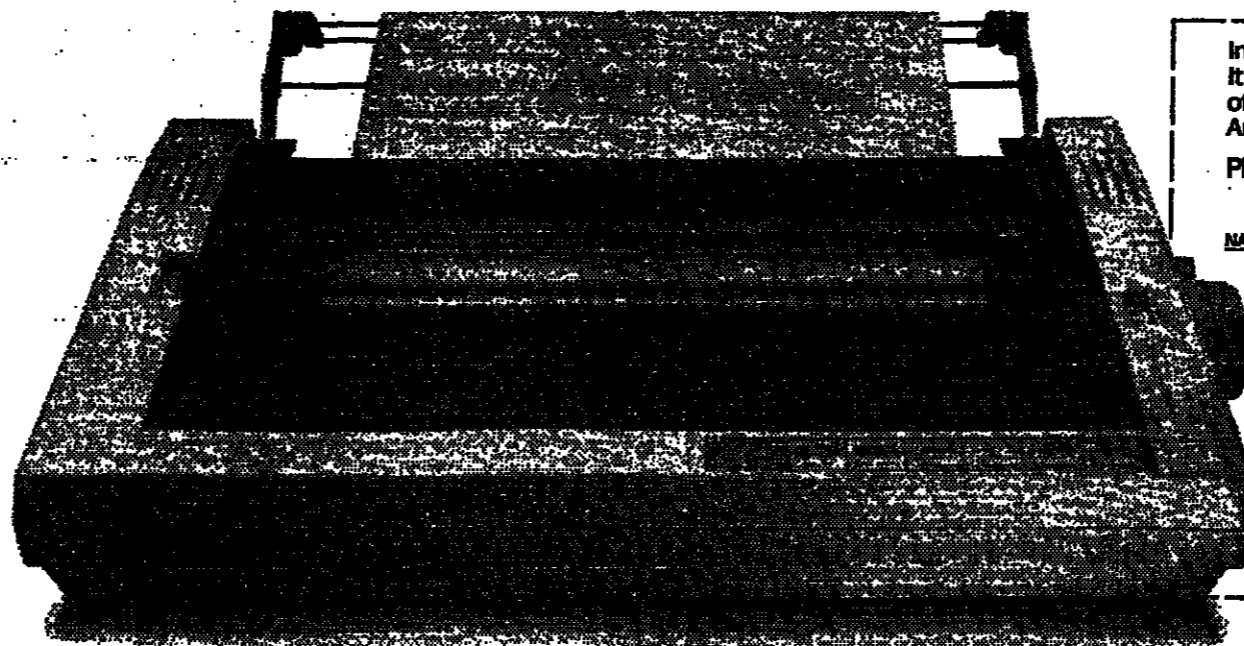
Kelt, meanwhile, postponed the announcement of its interim figures - originally scheduled for yesterday - and added modestly to its holding in Carless.

Meanwhile, an LMS director, Mr Robert Rayne, said that the company had been approached by Kelt last Friday "out of the blue."

With both LMS and Carless now actively canvassing support, the Carless price gained 5p to 11p. LMS added 4p to 10p and Ryan lost 8p to 130p.

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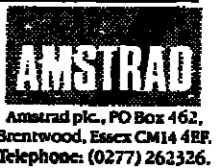
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Treasuries hit by higher oil prices and weak dollar

By Janet Bush in New York and Stephen Fidler in London

US TREASURY bonds weakened yesterday as the market reopened after the Columbus Day holiday, underpinned by higher oil prices and weakness in the dollar.

In late New York trading, long-dated maturities were quoted as much as 4 point lower. The Treasury's benchmark 30-year issue stood 4 point lower to yield 8.86 per cent.

The Senate was scheduled to vote last night on the technical corrections tax bill which contains a provision to give the Treasury unlimited authority to issue long bonds. The Senate majority leader said Congress could extend its session if necessary to make sure the bill got through.

Crude oil prices on the New York Mercantile Exchange actually fell slightly yesterday but the bond market was underpinned by substantial oil price gains on Monday, when there was no trading in US government bonds.

November crude futures jumped 66 cents a barrel to \$18.69 on Monday but dipped back 18 cents by mid-afternoon yesterday. Yesterday was also the first chance for the bond market to react to marked dollar vulnerability since last Friday's publication of weaker than forecast employment figures.

BENCHMARK GOVERNMENT BONDS table with columns for Country, Maturity, Price, Change, Yield, Week ago, Month ago.

which firms are placed under great pressure because bids have to be delivered in sealed envelopes to the Bank of France by 10am, before the Matif futures market opens.

Dealers said it was likely to speed the planned computerisation of the auction system, already in effect for the sale of the short-term notes, or BTANs. The error is said simply to have been typographical.

AFTER an extraordinary rally on Monday, the Irish government bond market weakened by about 1/2 point yesterday. Bond prices rose 1 1/2 points on Monday after a tax amnesty in Ireland yielded nearly 17 times the £20m the Government had originally anticipated.

The Irish market has performed better this year than just about any in Europe. Long yields, which stood at 10 1/2 per cent at the turn of the year, are now at 8 1/2 per cent while yields on medium-dated stock have fallen two percentage points to 8 per cent.

The reasons are threefold: while still large in comparison to the size of the economy, the government budget deficit has been falling significantly recently. Fund-raising has been concentrated in the short-end of the market and overseas.

Furthermore, the country's external position has been transformed from one of current account deficit to a strengthening surplus in a couple of years. Thirdly, inflation has now fallen below 2 per cent.

PRICES of UK gilt-edged stock backed off about 1/2 to 1/4 percentage points, after starting firm because of the strength of sterling. Reports of Bank of England intervention to steady sterling's rise took the wind out of the market.

Chicago delays launch of contract

By Deborah Hargreaves in Chicago

TWO OF Chicago's major futures and options exchanges have delayed the launch of a new stock index futures contract because of an unexpected amount of interest.

The Chicago Board of Trade and the Board of Options Exchange, which developed the CBOE 200 index futures as part of a joint venture, have put off the start of the new contract from November 1 to November 11. The exchanges say they were surprised at the number of traders from both exchanges who wanted to trade the contract.

More than 500 traders have expressed an interest in trading the new contract, which will be the first stock index futures product to start up since last October's stock market crash. The delay in the launch has been caused by the need to process registrations for the traders and conduct seminars about trading the new contract in conjunction with the CBOE's existing stock index options.

The CBOE 200 will trade in a special pit on the floor of the options exchange with a link to its Standard & Poor's 100 and S&P 500 index options pits by a catwalk. The proximity of the futures and options contracts is intended to improve arbitrage trading.

However, with the torpor that has dominated stock index futures and options trading in the aftermath of the crash, the exchanges were expecting a slow start to the new index.

Volume in the CBOE's S&P 100 option has been halved from its level this time last year.

Initial volume in the new futures contract could be boosted by bored traders from the S&P 100 looking to create some action between the futures and options, market players say.

The next couple of months are likely to see a spate of new stock index contracts as exchanges across the US wheel out their new products, which have been delayed by a moratorium on new stock indices imposed by the futures regulatory agency after the crash.

Liffe and LTOM fall into step

Dominique Jackson on links between London's derivative markets

The London International Futures Exchange and the London Traded Options Market (LTOM) finally took a significant step in tandem yesterday with the publication of a new set of joint initiatives - the fruit of more than 18 months of talks between the two markets.

While a full-scale merger still seems out of the question, the two markets are now far better positioned both to help maintain London's pre-eminence as the leading European centre for derivative products and to reinforce the single industry lobby in the protracted struggle for the clarification of the tax and regulatory position of futures and options.

Speaking at a recent futures and options conference in London, Mr Francis Maudie, the UK Corporate Affairs Minister, renewed a frequent plea for closer links between London's diverse range of markets.

While this need for greater co-ordination has been recognised for some time, LTOM and Liffe officials came in for some criticism for dragging their feet over the issue when the only tangible result of the negotiations emerged last August in the form of a mildly worded statement of co-operation.

Underestimated the sheer volume of behind-the-scenes work needed to effect even the most straightforward link between two superficially similar but structurally quite distinct markets, while progress was severely interrupted by the equity market crash which provided more pressing topics for discussion than the LTOM FTSE option and the Liffe FTSE futures contract has been disappointing, with daily volume far below levels in any way comparable with those in the US, where index products

matching, allocation and assignment system, developed by Liffe and in the final stages of implementation at Liffe itself. The system will be adapted to meet the differing needs of the LTOM and should be progressively introduced from the second quarter of 1989. This will allow the many common member firms to use the same automated systems from the time the trade is done to the time it is ready for clearing, thus saving substantially on both hard and software and back office costs.

Once the practical side of co-operation is thus in place, more complex issues can be confronted, such as the establishment of a common guarantee for both markets and the feasibility of allowing margin off-sets between the FTSE futures and LTOM's FTSE option. LTOM has embarked on a major study of its own clearing arrangements as the first step in this process. However, the quest for a common guarantee is one which is expected to throw up a host of legal problems.

The Stock Exchange is an agency market, with its members acting as agents for the principals or end users and the exchange itself provides the guarantee for the options market. Liffe, on the other hand, is primarily a principals' market, with the International Commodities Clearing House providing the guarantee.

A top priority among the new initiatives is the enhancement of liquidity in the FTSE contracts traded on both exchanges. To date, the Liffe FTSE option and the Liffe FTSE futures contract has been disappointing, with daily volume far below levels in any way comparable with those in the US, where index products

account for around 50 per cent of derivatives market turnover. Improved liquidity of the FTSE contracts would facilitate greater use of index arbitrage, as advocated in the Stock Exchange's post-crash Quality of Markets report. Further steps towards this goal, such as the trading of a whole basket of stocks on the cash market, have been examined but settlement problems look

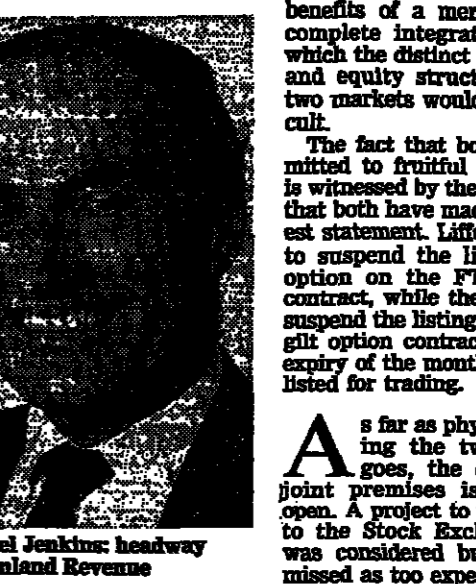
recently joined forces with the Amsterdam-based European Options Exchange and French and German industry forces to form an EC lobby for the particular needs of the derivatives industries as the myriad securities directives are gradually refined in Brussels.

According to Mr Tony de Guingand, LTOM director, the new initiatives will allow both markets to enjoy all the benefits of a merger without complete integration, a step which the distinct membership and equity structures of the two markets would make difficult.

The fact that both are committed to fruitful co-operation is witnessed by the co-operation that both have made in the latest statement. Liffe has agreed to suspend the listing of its option on the FTSE futures contract, while the LTOM will suspend the listing of its two gilt option contracts following expiry of the months currently listed for trading.

As far as physically uniting the two markets goes, the question of joint premises is still very open. A project to put both on to the Stock Exchange floor was considered but then dismissed as too expensive.

Liffe is currently coping with space constraints as the new German brand contract was accommodated on the existing floor with the minimum of trouble - but more space will be needed to cope with anticipated expansion at some stage in the future. Mr David Burton, Liffe chairman, said. However, while co-location with the LTOM on a new floor could provide a short-term answer to these problems, more plans could well be pre-empted within the next few years by a move to screen-based trading of futures and options.



Michael Jenkins, headway with Inland Revenue

Australia redeems \$600m FRN early

THE SUPPLY of high-quality outstanding floating-rate notes in the international market is set to shrink further as Mr Paul Keating, Australian Federal Treasurer, announced the redemption of a US\$600m issue launched in 1985, writes Our Euromarkets Staff.

In recent months, the UK and Italy have announced the early redemption of large floating-rate notes, which have become expensive compared with alternative sources of finance. Sweden and Belgium also have floating-rate notes outstanding which make them eligible for call fairly soon.

after calling A\$1.5bn last year. Mr Keating, who made the latest announcement in London yesterday, said in West Berlin last month that the Government would redeem bonds totalling \$71.0bn. It had previously disclosed an intention to call \$700m of "Samurai" bonds launched in the Japanese market. The 19-year, floating-rate note, lead managed by Credit Suisse First Boston, paid interest at six-month London interbank bid rates.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns for Equity Groups & Sub-sections, Tuesday October 11 1988, and various performance metrics.

FIXED INTEREST

Table showing Average Gross Redemption Yields for various fixed interest instruments like British Government, Medium, High, etc.

RISES AND FALLS YESTERDAY

Table showing Rises and Falls for British Funds, Corporate Bonds, Financial and Properties, etc.

LONDON RECENT ISSUES

Table listing recent issues with columns for Issue, Amount, Date, and other details.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns for Issue, Amount, Date, and other details.

RIGHTS OFFERS

Table listing rights offers with columns for Issue, Amount, Date, and other details.

TRADITIONAL OPTIONS

First Dealings July 25, Last Dealings Aug 5, Last Declarations Oct 27, For settlement Nov 7.

LONDON TRADED OPTIONS

Large table showing LONDON TRADED OPTIONS with columns for Option, Calls, Puts, and various contract details.

Reporting index 1839.6, 10 am 1839.2, 11 am 1836.1, 12 noon 1839.1, 1 pm 1839.2, 2 pm 1839.3, 3 pm 1838.3, 3.30 pm 1839.2, 4 pm 1839.4. Flat yield, high and low record, bond issues and contract changes are published in Saturday issues. A new list of constituents is available from the Publishers, The Financial Times, Garden House, Cannon Street, London EC4A 3DF, price 15p, by post 35p.

UK COMPANY NEWS

B&D sells confectionery division

By Nikki Talk

BARKER & DOBSON, the Budgens supermarket company which earlier this year lost a £20m bid battle for the much larger Gateway group, yesterday announced the sale of its confectionery interests to Alma Caledonia, a privately owned sugar confectionery business based in Kirkcaldy, Scotland.

change its name to Budgens. Alma, advised by Edinburgh Financial Trust, is buying the confectionery interests for £9.75m cash and assuming bank borrowings of £7.7m. It has arranged a financing package of over £30m, including an equity capital issue of over £15m and a £24m loan package, with 25m of mezzanine finance.

1987, it made trading profits of £700,000 on sales of £38.6m, but moved to a trading loss of £2m in the first half of 1988. B&D's first half figures showed confectionery trading profits of £1.6m (£1m), on sales of £16.6m (£18.5m). However, this was struck after the return of an item. On the food retailing front, sales were up from £126.9m to £139.9m. Barker said real volume growth in comparable stores was 7.1 per cent, with another 1.8 per cent coming from extra selling area.

ing, after the disposal, should come down to about 20 per cent. Tax took £1.8m (£1.52m) and stated earnings per share were 7.11p (6.63p). As forecast as the time of the Gateway bid in February, the interim dividend is lifted to 2p (1.5p). Barker retains 2.1m shares in Gateway, but said that there were no immediate acquisition plans on any front.

Sunset & Vine valued at £3.7m in USM debut

By Clare Pearson

SUNSET & VINE, independent television production company, yesterday joined the Unlisted Securities Market through a placing of 21 per cent of the enlarged equity, valuing the company at £3.7m. Of the 970,000 shares being placed at 60p each, 64 per cent are to raise new money. The balance is being sold by Mr Colin Frewin, chief executive, cutting his holding in the enlarged capital to 51 per cent.

Alexandra Workwear improves 25% to £3.12m in first half

By Alice Rawthorn

ALEXANDRA WORKWEAR, which is now the largest workwear manufacturer in Europe, yesterday announced a 25 per cent increase in pre-tax profits from £2.49m to £3.12m in the first half of the year on sales which rose by 21 per cent from £21.66m to £26.27m. Mr John Prior, chairman and chief executive, said that the company had fared well in every area of activity. Alexandra's first overseas venture in Holland secured further growth and the company is now establishing a base in France.

pattern of trading had been disrupted by the postal strike in September. Alexandra maintained distribution by switching to private couriers but incurred slightly higher costs as a result. But Mr Prior said that so far the impact on the company had been negligible. Alexandra is now expanding its production facilities in Scotland. It intends to increase capacity by 30 to 40 per cent in order to accommodate higher demand. This project will absorb a substantial part of its £2m capital expenditure programme this year.

sales unit and shop in Paris next April. Alexandra has been something of a stock market favourite since it went public three years ago. Year after year it has produced the pleasing combination of healthy growth in sales and healthy growth in profits. Its shares have commanded a plump premium to the rest of the textile sector in consequence. But the share price collapsed after the market crash last autumn and has never really recovered. Since the crash the clothing industry has become increasingly competitive as imports have escalated. Yet Alexandra, as a workwear manufacturer, is insulated from imports and is set to benefit from the long-term growth of industrial and career clothing. The City expects an increase in profits to £5.3m this year putting the shares, at 135p, on an prospective p/e of 11 which owes more to disillusion with the rest of the clothing industry, than to doubts about Alexandra. Under- manding.

Acquisitions boost Savage Group to £7m

By Clare Pearson

TEN acquisitions in the UK and France by Savage Group, DIY hardware concern, gave rise to sharply higher pre-tax profits of £7m, from £2.2m last time, in the year to end-June. Organic growth in existing subsidiaries contributed 22 per cent of the rise. Earnings per share were up to 12.5p (7p). Turnover rose to £61.94m (£58.42m). A minority interest of £21,000 represented the 49 per cent share of Savage's French partner in the Habitat group's profits. A final dividend of 2p (1.5p), making 3p (2.25p) for the year is proposed.

Plaxton joint venture with Fiat

By Andrew Hill

PLAXTON, UK coachbuilder and motor dealer, has signed a joint agreement with Iveco, the commercial vehicle arm of Italian motor group Fiat, to develop new express and tourist coaches and exploit international export opportunities. Unveiling profits of £3.7m before tax in the second interim period of nine months to June 30, Plaxton announced it had bought Iveco's French coachbuilding subsidiary, Carrosserie Lorraine, for an unspecified nominal sum.

year contract to build coachwork for its inter-city and touring buses. Plaxton claims about 50 per cent of the luxury coach market in the UK, but has a negligible presence in continental Europe. Mr David Matthews, chairman, said the UK group wanted to start trading on the continent in preparation for the introduction of a single European market in 1992. In addition, Plaxton has changed its year end from September 30 to December 31 and divided its business into three operating divisions. Roadlease, accounting for about 10 per cent of turnover, and profits, handles Plaxton's

contract hire and leasing operations. Kirkby, operates the group's six Ford and General Motors car dealerships and contributes about 40 per cent of annual turnover and profits, with the balance of 50 per cent supplied by the core coachbuilding activity. Profits for the period compared with £123,000 before tax in the six months to March 1987, or £1.49m in the year to September 30 1987. Turnover was nearly £140m, against £99.9m in the last reported full year. Earnings per share were 11.7p and the company declared a second interim dividend of 1.5p.

Shares in Rush & Tompkins jump to 303p

SHARES in Rush & Tompkins, the construction group, jumped 25p to 303p in trading yesterday prior to the announcement that OVS investment, the Australian company controlled by Mr Dick Pratt, had sold a 9.9 per cent stake. The sale was announced after trading closed. Mr John Lester, an OVS director, said the stake was acquired when OVS was an investment company, before it concentrated in paper and packaging. He did not know to whom the stake had been sold. OVS still holds 2.4 per cent.

The Dutch operation contributed about 5 per cent of turnover in the interim period. Its sales rose by 13 per cent in local currency, but - because of the strength of sterling against the Dutch Guilder - the increase was restricted to 9 per cent in translation. Alexandra will open a new

BOARD MEETINGS

Table with columns for company names and dates. Includes: Abbey Life, Aviva Europe, Cluff Resources, Gannett, Gannett Television, Gannett News, Gannett Radio, Gannett TV, Gannett Video, Gannett Music, Gannett Books, Gannett Publishing, Gannett Distribution, Gannett Advertising, Gannett Marketing, Gannett Research, Gannett Development, Gannett Finance, Gannett Legal, Gannett HR, Gannett IT, Gannett Security, Gannett Compliance, Gannett Risk Management, Gannett Sustainability, Gannett Innovation, Gannett Growth, Gannett Transformation, Gannett Future.

SUNSET + VINE plc (Registered in England Number 1182501) Placing by Gilbert Elliott Corporate Finance of 970,000 ordinary shares of 5p each at 80p per share. SHARE CAPITAL: Authorized £300,000, Issued and to be issued fully paid £231,250. Sunset + Vine is a leading independent UK production company specialising in the creation and production of programming for television, commerce and industry, and in the procurement and distribution of sponsored sports television programming worldwide.

MELVILLE GROUP plc (Incorporated in England and Wales under the Companies Acts 1948 to 1967, No 1070936) Placing by Barclays de Zoete Wedd Limited of 12,500,000 Ordinary shares of 10p each at 120p per share. Share Capital immediately following the Placing: Authorized £4,800,000, Issued and now being issued fully paid £3,576,842. The Melville Group provides high quality products and services to a range of specialised markets. It is principally involved in interior fitting out and exhibition contracting, the supply of aerosol fitting equipment, housebuilding, commercial property development and building contracting.

GNI - SETTING THE STANDARD IN FUTURES AND OPTIONS TRADING. GNI helps you make the most of Futures and Options markets. Founded in 1972 (as Inter Commodities), GNI, together with its wholly-owned subsidiary in Jersey, is one of Europe's leading brokers in the international futures and options markets. The highest professional standards backed by a strict commitment to personal service have seen the value of contracts traded by the firm grow from just £25 million in its first year to £16 billion today. This dramatic growth is a reflection of the increasingly vital economic role that the futures and options markets play in the management of risk. It is not surprising, therefore, that GNI now services a global client portfolio which includes central banks, international and investment banks, insurance and pension groups, major oil companies and other well-known corporates along with private clients.

UK COMPANY NEWS

Stanhope Properties' net asset value jumps

By Paul Cheeseright, Property Correspondent
STANOPE PROPERTIES, the property development company founded by Mr Stuart Lipton, in which Olympia & York has taken a 33 per cent stake, yesterday announced a sharp rise in its net asset value to 157p a share at June 30 compared with 45p a year earlier.

coincided with news that Phase Four of the Broadgate development has been let to Japanese groups. Stanhope is in a joint venture with Rosehaugh and British Rail Property Board at Broadgate, the biggest City of London office development, where in 14 phases 3.3m sq ft of office space will be provided.

in this case Rosehaugh Stanhope Developments. The other significant element in the pre-tax result was interest receivable at £4.1m (£1.7m). Olympia & York, the privately-owned Canadian group which is developing Canary Wharf in London Docklands, last May agreed to pay £137m for one third of the enlarged equity of Stanhope.

But Stanhope's immediate prospects are linked, in the view of the market, to the success of Broadgate and its ability to attract tenants. Mitsui Bank, Mitsubishi Bank, Mitsubishi Finance International and Mitsui Trust and Banking are together taking a total of 200,000 sq ft of space at a rent of 545 a sq ft in Phase Four.

Salvesen plans West German expansion

By Vanessa Houlder
CHRISTIAN SALVESEN, Edinburgh-based frozen food distributor, plans to strengthen its Continental distribution network by taking a stake in Markt-und Kuhlhallen, a West German cold storage warehousing company.

Melville set to join main market

By Philip Coggan
MELVILLE GROUP, a diversified company with interests ranging from exhibition contracting to aerosol filling, is joining the main market via a £15m placing, the maximum allowed under Stock Exchange rules.

Pernod broker in Dublin court

By Kieran Cooke in Dublin

THE DUBLIN Theatre Festival might be in full swing, but for the Irish capital's business community there is only one show in town - the case brought by Pernod Ricard against Irish food group FIFyles in court number six in the Four Courts building on the banks of the Liffey.

Pernod says that with the FIF stake it would have more than 50 per cent of IDG shares. The Grand Metropolitan Group, through its subsidiary GC and G has been trying to takeover IDG since late May, and the ruling of the Dublin court will be important to the outcome of the IDG takeover battle.

Mr Desmond described a telephone conversation with a senior figure in FIF. "I said we have a deal. We have an agreement. We have over 50 per cent of the shares."

Cattle's unveils terms of Rexmore furnishing deal

By Vanessa Houlder

CATTLE'S (HOLDINGS), consumer credit financier, insurance broker and curtain retailer and Rexmore, fabrics supplier and distributor, yesterday announced terms of the merger of their soft furnishing retail outlets.

The merger, announced in July, of Cattle's Rosebys Curtains and Linens (RCL) shops and Rexmore's Waldmans shops will create a nationwide chain of 115 soft furnishing retail outlets.

Banner Homes

Banner Homes Group reported pre-tax profits of £1.84m for the half year to June 30 against £445,000. An interim dividend of 1.1p is declared.

Holmes Protection buys US alarm systems group

By Andrew Hill

HOLMES PROTECTION Group, New York-based electronic security company listed in London, is to increase its annual recurring revenue by £11m (£6.4m), or about 28 per cent, with the £25.5m acquisition of Dectograph Security Systems, US supplier of alarm systems.

Elders IXL reports 72% profit increase

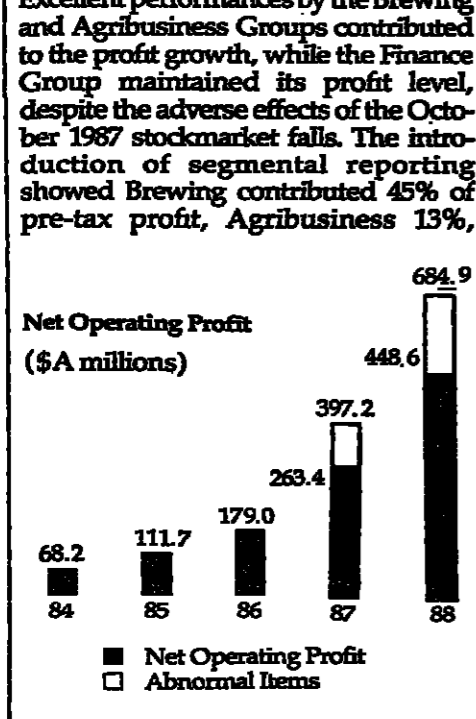
Elders IXL Limited continued to grow in the past financial year, increasing net operating by 72% to almost \$A685 million (£315 million). It has become one of only two companies in Australia to exceed \$A1 billion in pre-tax profit.

Finance 8%, Resources 4% and investment and other income 30%. The results reflect Elders' substantial success in internationalising its operating businesses. They provide a strong base for future growth.

recent years. It recorded good results from all core businesses, particularly Elders Pastoral in Australia. Elders Grain Division returned excellent results and completed major acquisitions in Canada and the USA, where it ranks as the tenth largest grain handling and storage company.



Mr John D. Elliott, Chairman



OPERATING HIGHLIGHTS
Brewing Group
All three operating businesses - Carlton in Australia, Courage in the United Kingdom and Carling O'Keefe in Canada - substantially improved their performances. The result of each was well above budget.

Finance Group
Elders Finance Group's result was satisfactory, given the effects of the stock market crash on the world's business and investment community.

Resources
Strategic moves included an increased holding in diversified mining house, North Broken Hill Holdings, and increased stakes in Bridge Oil Limited and gold miner Mawson Pacific Limited.

Table with 3 columns: Item, 30/6/88, 30/6/87, % increase. Rows include Net operating profit before abnormal items, Net operating profit after tax and before abnormal items attributable to ordinary shareholders, Abnormal items, Total net profit attributable to ordinary shareholders.

Export to the important USA and Asia-Pacific markets rose by 40% and new growth markets were established in continental Europe.

Agribusiness Group
Through further international expansion and integration of its activities, the Group capitalised on the best agricultural trading environment in the world.

OUTLOOK
Elders IXL is committed to excellent performance; to increasing profits and earnings per share for the benefit of all shareholders.

Lincat over £1m full year

LINCAT GROUP, designer and manufacturer of commercial catering equipment, produced a pre-tax profit of just over £1m for the year ended June 30 1988.

Jones up 19%

Jones Group, Dublin-based shipping, engineering, manufacturing and distribution company, lifted pre-tax profits 19 per cent from £1.85m to £2.19m (£1.85m) in the first half of 1988.

SPS expands by 33%

SPS CONSULTANCY Group, USM-quoted professional consultancy services company, specialising in space planning, interior design and project management, reported pre-tax profits up 33 per cent from £298,000 to £398,000 for the year to end-June 1988.

FOR A COPY OF THE ANNUAL REPORT AND ACCOUNTS PLEASE WRITE TO: Elders IXL Limited, Wentworth House, 5 St James Square, London, SW1Y 4ET.



AS REFERRED AS PARK AVENUE
THE REGENCY HOTEL
540 Park Avenue, New York, New York
(212) 759-4100/Telex 219/Telex 47180

UK COMPANY NEWS

Lloyds Chemists matches expectations with £4.94m

By Vanessa Houlder

LLOYDS CHEMISTS, the UK's second largest retail chemist and drug store chain, yesterday announced a sharp increase in pre-tax profits from £1.93m to £4.94m for the year to end-June. Turnover increased from £90.5m to £91.4m.

Declines in operating margins from 7.5 per cent to 6.7 per cent - was in part a result of the greater emphasis on drug stores, which tend to occupy more competitive sites and so command lower prices. In addition, it reflected the lower margins initially achieved by acquisitions.

A recommended final dividend of 1.2p makes a total of 1.7p (0.85p) for the year. COMMENT Chemists are one of the more fragmented areas of the retail sector with the large multiples owning just a sixth of the 12,000 chemists shops in the UK. It is this situation that has fuelled Lloyds' breakneck expansion of the past few years.

City group acquires Celestion Inds stake

By Nikki Tait

A GROUP of City-based investors, headed by Mr Charles Ryder, a former director of Barclays Merchant Bank and BZW Securities, has acquired a 29.9 per cent stake in Celestion Industries, the small clothing and loudspeaker manufacturer.

because of its existing "critical mass" existing products, relatively strong balance sheet, and potential for development. He said that the aim was to build up a mini-conglomerate, based in consumer-related manufacturing, with products targeted at the upper end of the market. He suggested there was potential for developing the company's existing swimwear and loudspeaker interests, and also its property interests.

MPs back Pittard's case

By Nikki Tait

POLITICIANS have added their support to Pittard's efforts to get the hostile £11m bid by rival leather group, Strong & Fisher, referred to the Monopolies Commission.

involved in the Strong & Fisher bid. Some of Mr Ashdown's points as echoed by Mr Michael Grylls, a Conservative MP, who has also written to Lord Young, stressing the potentially damaging consequences for the future of small businesses.

TI Group is acquiring, subject to approval of the French authorities, Ropac, manufacturer of mechanical seals, for FF65m (25m). TI intends to merge Ropac, which has sales of about about FF100m, with John Crane France.

Plantation Trust rejects opportunistic CDFC bid

By Ray Bashford

PLANTATION TRUST has urged shareholders to reject the takeover offer from CDFC Trust, describing it as an opportunistic bid which undermines the group.

had opposed plans from the Plantation board put to shareholders at the last annual meeting. The purchase from Eastern Produce boosted CDFC's holding to 44.5 per cent.

Euronobiliare International (Cayman) Limited ECU 20,000,000 4% Guaranteed Convertible Notes Due 1993 (the "Notes")

Manchester Business School THE SENIOR EXECUTIVE COURSE Comprehensive three-week programme for members of an organisation's top executive team.

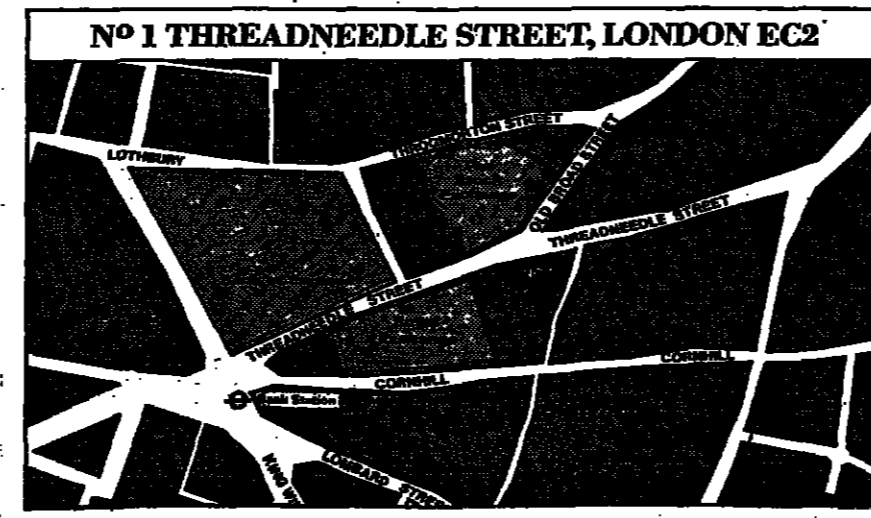
No 1 Threadneedle St.

Worth flying high for



Eagle Star Group, having acquired their new City headquarters in St Mary Axe, now offer the freehold of No 1 Threadneedle Street, London EC2, for sale.

Planning consent has been obtained for a new building of 55,000 sq ft net. The existing building comprises 40,000 sq ft net.



Further information may be obtained from:



Vinty House, Queen Street Place, London EC4R 1ES Tel: 01-236 4040 Telex: 8812619 Fax: 01-236 7668

The Coca-Cola Company Notice of Redemption

The Coca-Cola Company US\$ 100 000 000.-

11% per cent Notes due October 16, 1991

Notice is hereby given that pursuant to the provisions of the above-described Notes (the Notes) The Coca-Cola Company has elected to redeem all of the outstanding Notes on November 15, 1988 at the redemption price of 101 1/4% of the principal amount thereof, together with accrued interest to November 15, 1988.

On November 15, 1988 the Notes shall become due and payable. Notes should be presented and surrendered for payment together with all unmatured coupons, falling which the amount of the missing unmatured coupons will be deducted from the sum due for payment. Payments will be made in United States dollars at any of the offices listed below.

Coupons due on or before November 15, 1988 should be detached and collected in the usual manner.

On and after November 15, 1988 the date fixed for redemption, interest on the Notes will cease to accrue.

Dated: October 5, 1988

The Coca-Cola Company Atlanta, Georgia

Paying Agents: Union de Banques Suisesses (Luxembourg) S. A. 38-38, Grand Rue B. P. 134, L-2011 Luxembourg

Union Bank of Switzerland 122 Leadenhall Street GB-London EC3V 4QL

Morgan Guaranty Trust Company of New York Avenue des Arts 36 B-1040 Brussels

Commerzbank Aktiengesellschaft Neue Mainzer Strasse 32-36 D-6000 Frankfurt am Main

UK COMPANY NEWS

London and Manchester reports strong first half

By Nick Bunker

LONDON AND MANCHESTER Group, life insurer, has raised its interim dividend 13 per cent to 3.5p per share, and reported another boom in the growth of its residential mortgage portfolio, now standing at £55m.

L and M has given no indications about likely profits for the full year. The chief interest for the City in yesterday's announcement lay in L and M's impressions of how new business production had been fairing since the end of a strong first half to June 30, which saw the group boost new annual premiums 57 per cent to £19.2m.

Leucadia ups Cambrian stake

By Nikki Tait

Leucadia National Corporation, a quoted New York-based company with interests ranging from insurance and banking to real estates and manufacturing, continues to pick up shares in Cambrian & General, UK investment trust.

Further 600,000 shares, taking its total holding to 7,063m ordinary shares or 15.47 per cent. It first declared a stake - then just over 8 per cent - in August. The largest shareholder in Cambrian is the Securities and Exchange Commission, which holds almost 55 per cent of the capital shares and 12.68 per cent of the ordinary.

Yesterday Leucadia announced it had acquired a

Telephone Rentals sees no benefits

Hugo Dixon details the arguments in C and W's £284m hostile bid

WHEN YOU enter Telephone Rentals' headquarters in Bletchley, Buckinghamshire, you are immediately struck by the array of wooden boards with gold letters recording the names of employees who have spent more than 20 years with the company.

in the early 1960s. Its traditional business, renting internal telephones or intercoms, evaporated, but the company was slow to move into the new business of renting and maintaining high-technology telephone exchanges because suitable products were not available.

However he argues that his company is worth to C and W, as evidenced in Telephone Rentals' closing price yesterday of 342p.

in the view of Mr Gordon Owen, Mercury's managing director, however, the share price is only as high as it became the market is expecting a counter-bidder. He adds that the offer, which works out at almost 22 times 1987 earnings, is "jolly generous" given the company's flat earnings performance in recent years.

The company was due to report interim results yesterday but has delayed their release for inclusion in the defence document.

Mr Moore replies that the poor performance was the result of a need to restructure the business following the liberalisation of the market for telecommunications equipment



Gordon Owen

'Offer is jolly generous given Telephone Rentals' flat earnings performance in recent years'

At home Telephone Rentals would benefit because its salespeople would be able to offer customers access to Mercury's modern all-digital network. There would be similar benefits abroad from linking customers to the "global digital highway" that C and W is developing for international telecommunications traffic.

However such a relationship, says Mr Moore, would harm Telephone Rentals' business by compromising its independence. It would no longer be able to give customers disinterested advice about which network operator with which they should deal.

Maintaining the company's independence was also important for motivating staff. "Being a division of a division is not our idea of the future; it is not what drives us out of bed in the morning."

Mr Owen replies that Telephone Rentals has nothing to worry about because C and W wants to run it as a separate business - indeed, for regulatory reasons, it has to. He also questions Telephone Rentals' reasons for being so keen on independence. "When you start talking about independence, you are normally talking about the management which wants it, not the shareholders."

COMPANY NEWS IN BRIEF

CATALYST Communications: Recommended offer from Holmes and Marchant... GREENALL WHITLEY is forming... JEREMY INVESTMENT: Michael Birchall is buying... MICROSYSTEMS: Maggitt owns 91.87 per cent and declared offer unconditional.

Yearling bonds fall 1/2 The interest rate for this week's issue of local authority bonds is 11 1/2 per cent, down 1/2 of a percentage point from last week, and compares with 10 1/2 per cent a year ago. The bonds are expected to be issued on October 12 1988. A full list of issues will be published in tomorrow's edition.

Advertisement for Amalgamated Financial Investments PLC, featuring an issue of 8,908,000 Warrants to subscribe for ordinary shares in the Company.

Table titled 'GRANVILLE SPONSORED SECURITIES' listing various securities with columns for High/Low, Company, Price, Change, and YTD %.

TO LONDON LIFE MEMBERS AND POLICYHOLDERS

Your vote - your future

Your Board is convinced that the merger with AMP is in your best interests and urges you to vote to support the merger. We believe that the merger will provide:

- GREATER FINANCIAL SECURITY
BETTER BONUS PROSPECTS

In tomorrow's increasingly competitive world, it will be more important than ever before for policyholders to be served by financially strong and vigorous life offices.



Proposals for the merger are fully described in the document dated 27th September, 1988. If you have any queries, please contact the Merger Helpdesk on 0800 717111 (Free).

Members, your vote is important; you may use the proxy card sent to you or the coupon below to cast it.

LONDON LIFE
Established 1805
London Life is a member of LIAURO

THE LONDON LIFE ASSOCIATION LIMITED FORM OF PROXY

I, the undersigned, being a member of The London Life Association Limited ("London Life"), hereby appoint the Chairman of the meeting See Note (1)

SPECIAL RESOLUTION

(Details of the resolution can be found in the circular to members and policyholders dated 27th September 1988)

Form fields for Full Name, Date, and Address.

To facilitate the administration of the meeting it would be helpful if you would state your Preference Club membership number (or current policy number).

NOTES: (1) A member entitled to attend and vote at the extraordinary general meeting may appoint a proxy to attend and, on a poll, vote on his or her behalf...

Form fields for For/Against and Dated.

Form fields for Signature and Preference Club Number.

Form fields for Current Policy Number.

deposited with the Secretary of London Life at the Registered Office (100 Temple Street, Bristol BS1 6EA) not less than 48 hours before the time appointed for the meeting or adjourned meeting.

Handwritten signature: J. J. Jones

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing unit trusts such as Abbey Unit Trust, Abbey Fund, and Abbey Income, with columns for name, manager, and dates.

Table listing unit trusts such as Asset Unit Trust, Asset Income, and Asset Growth, with columns for name, manager, and dates.

Table listing unit trusts such as British Equities, British Income, and British Growth, with columns for name, manager, and dates.

Table listing unit trusts such as British Shares, British Bonds, and British Property, with columns for name, manager, and dates.

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CROSSWORD

Crossword puzzle grid with clues for Across and Down words.

ACROSS
1 The pull of the sea? No, the star (4,10)
10 At university group creates disturbance (5)
11 Contract with apprentice takes in artificial teeth (9)
12 Incorporate most of the structure (5,7)
13 In Germany, I among the others appear most prosperous (7)
14 Biblical lady leads religious books competition (5)
15 Briefly endorse liability limits first (9)
16 A profitable but artistically meretricious item - like an oven ring? (9)
17 Anxious future perhaps (5)
18 The way members first obtain revealing female entertainment (3-4)
19 Denmark: greater diversification gives rise to professional food grower (5,5)
20 Not drinking away, holding can (9)
21 Famous weight lifted by newspaperman (5)
22 Train line used for shunting every third year (9)
23 Jockey's qualification (5)
Solvers will have noticed that Monday's puzzle was reprinted yesterday. Our apologies for this production error.

Table listing unit trusts such as British Shares, British Bonds, and British Property, with columns for name, manager, and dates.

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GUIDE TO UNIT TRUST PRICING
The data included under the Authorised section of the FT Unit Trust Information Service is prepared to improve the service to readers and to conform with new legislation.
These represent the market, administrative and other costs which have to be paid by the purchaser. The price which will be paid by the customer is the offer price.
The maximum spread between the offer and bid prices is determined by a formula laid down by the government. In practice, unit trust managers quote a much narrower spread. As a result, the bid price is often well above the minimum permissible price which is indicated in the table. However, the bid price might be needed to meet the cancellation price in circumstances in which there is a large excess of sales of units over buyers.
The time shown alongside the fund manager's name is the time at which the unit trust's daily dealing prices are normally set unless another time is indicated by the symbol alongside the fund manager's name. The symbols are as follows: P - 10.00 to 11.00 hours; S - 11.00 to 14.00 hours; E - 14.00 to 17.00 hours; M - 17.00 to 18.00 hours.
Historical prices: The prices shown are based on a historical basis. This means that, unless there has been an intervening portfolio reallocation, investors can normally buy and sell units today at the prices appearing in the newspaper which have been set on the basis of yesterday's closing price.
Forward pricing: The letter F denotes that prices are set on a forward basis so that investors can be given a definite price in advance of the purchase or sale being carried out. The prices appearing in the newspaper show the prices at which orders were carried out yesterday.
Other explanatory notes are contained in the last column of the FT Unit Trust Information page.

Handwritten signature or note at the bottom of the page.

FT UNIT TRUST INFORMATION SERVICE

Handwritten signature or initials in a box.

Main table containing unit trust information, organized into columns for various trust categories and individual trust names.

INSURANCES

Table listing insurance companies and their associated unit trusts.

OTHER UK UNIT TRUSTS

Table listing other UK unit trusts, including names and brief descriptions.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Main body of the document containing a comprehensive list of unit trust information, organized into columns with headers for various categories and sub-sections.

Handwritten note: "List of 1/27/88"

OFFSHORE INSURANCES

Table listing various offshore insurance companies, their details, and associated information.

OFFSHORE AND OVERSEAS

Table listing offshore and overseas financial products, including unit trusts and insurance policies.

MANAGEMENT SERVICES

Table listing management services provided by various firms, including investment management and advisory services.

UK LISTED

Table listing UK-listed financial products and services, including insurance and investment options.

Handwritten note: 1.50

FT UNIT TRUST INFORMATION SERVICE

Main table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, NAV, and other financial metrics.

LONDON SHARE SERVICE

Table of London Share Service, including sections for British Funds, Foreign Bonds & Rails, and Americans, with columns for Name, Price, and Yield.

OTHER OFFSHORE FUNDS

Table of Other Offshore Funds, listing various international unit trusts with columns for Name, NAV, and other financial metrics.

Table of Money Market Trust Funds and Money Market Bank Accounts, listing various financial products with columns for Name, Price, and Yield.

Small text at the bottom right corner, likely a disclaimer or additional information regarding the data presented.

Handwritten note: 150

Blue chips easier as sterling advances

THE UK equity market was in a... The blue chip exporters took their cue from the currency markets...

Account Dealing Dates table with columns for West Dealings, Online Dealings, Last Dealings, and Account Dept.

Trimmed sterling's gain. The effects on equity market indices were magnified by sharp falls in a handful of leading stocks...

Equities were on the down-tack throughout the session and a rally which halved early falls was petering out towards the end of the day...

and brewery stocks, blaming the usual culprits: "low volume and uncertain trading patterns". Traders were caught out at the market opening by the 200m rights issue from Ratners Group...

the likelihood of another hike in domestic interest rates, store and building issues found buyers. Both sectors were also featured by renewed speculative interest.

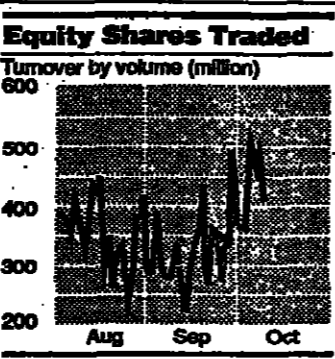
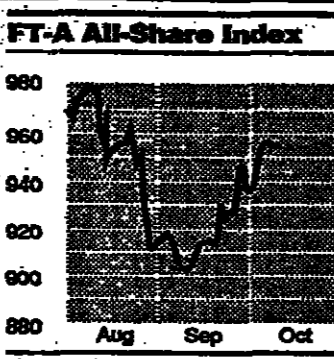
FINANCIAL TIMES STOCK INDICES table with columns for Government Secs, Fixed Interest, Ordinary, Gold Mines, and S.E. Activity.

TRADING VOLUME IN MAJOR STOCKS table with columns for Stock, Volume, and Price.

Sears debate revives

Sears sprang to life after trading quietly over the last few days. In turnover of 26m shares the price rose sharply to 140 1/2p, a gain of 7% on the day...

Dealers said buying came from all quarters as confidence grew that a bid was about to be announced by Hanson. A picture emerged in which Hanson would break up the Sears group...



International stocks had an uncertain day, with Glaxo falling 13 to 102 1/2p and ICI losing 13 to 102 1/2p as US interest disappeared.

Lourho reheated

Lourho refused to concede the leading role in the market's other current soap opera. The latest assault on the shares originated from a leading London house...

Engineering stocks made a grab picture, as Fraxip in the pound unsettled export sales prospects and some of the recent speculative froth was blown off.

Wimpey build-up

The rumours surrounding George Wimpey, the construction and house-building group, triggered another major upturn in the share price which closed 12 1/2% higher at 282p.

Table of stock prices and movements for various companies like Astra, BOC, and others.

Beecham uncertainty

There was a bout of selling of Beecham shares as new doubts over the prospects for Cromakalm, its hypertension drug, surfaced in the market.

NEW HIGHS AND LOWS FOR 1988

Table listing new highs and lows for various stocks in 1988.

APPOINTMENTS

Formerly with Bercol, has become director of Lawrence Scott and Electromotors. Mr Barry Jameson, previously managing director of Hopkinsons Holdings...

FAIRCLOUGH CIVIL ENGINEERING

Mr David Kilma and Lord John Welleley have joined the board of J.L. MINET & CO. Mr Simon Waller has been made divisional director of the bloodstock division.

Senior posts at Ward White Group

WARD WHITE is merging the retailing activities of A.G. Stanley, which comprises FADS, Decor 8 and Homecharm, into one retail division.

Other market statistics, including FT-Actuaries Share Index and London Traded Options, Page 31

CHAMOTTE UNIE advertisement for SASEA HOLDING S.A. featuring Girozentrale und Bank der österreichischen Sparkassen Aktiengesellschaft.

Mr Ted Lansdowne, chief executive of Payless DIY and A.G. Stanley. Wreford Bayley, the group's corporate communications and government relations consultancy...

Mr Philip Holdstock has been appointed general manager, treasury and capital markets, of POSTPANKKI (UK). Mr Fred Barcock has made the following appointments within its electrical products group...

Mr Raymond G. Ross has joined BURRELL CONTRACTS as finance director. He is also finance director of the Burrell Co, the Edinburgh-based property development company.

Mr Gordon Sapstead is retiring as managing director of INTERNATIONAL COMMERCIAL BANK early next year and will be succeeded by Mr Michael Wells, general manager, international, of the Hongkong and Shanghai Banking Corporation.

LONDON SHARE SERVICE

AMERICANS—Contd

Table with columns: Stock, Price, Change, % Change. Lists various American companies like IBM, Microsoft, etc.

CANADIANS

Table with columns: Stock, Price, Change, % Change. Lists various Canadian companies like Alcan, Inco, etc.

BANKS, HP & LEASING

Table with columns: Stock, Price, Change, % Change. Lists banks and leasing companies like Citicorp, HSBC, etc.

Hire Purchase, Leasing, etc.

Table with columns: Stock, Price, Change, % Change. Lists hire purchase and leasing companies.

BEERS, WINES & SPIRITS

Table with columns: Stock, Price, Change, % Change. Lists beer, wine, and spirit companies like Heineken, etc.

BUILDING, TIMBER, ROADS

Table with columns: Stock, Price, Change, % Change. Lists building, timber, and road companies like Balfour Beatty, etc.

BUILDING, TIMBER, ROADS Contd

Table with columns: Stock, Price, Change, % Change. Continuation of building, timber, and road companies.

CHEMICALS, PLASTICS

Table with columns: Stock, Price, Change, % Change. Lists chemical and plastic companies like ICI, etc.

DRAPERY AND STORES

Table with columns: Stock, Price, Change, % Change. Lists drapery and store companies like Debenhams, etc.

BUILDING, TIMBER, ROADS

Table with columns: Stock, Price, Change, % Change. Lists building, timber, and road companies.

ELECTRICALS—Contd

Table with columns: Stock, Price, Change, % Change. Lists electrical companies like British Telecom, etc.

ELECTRICALS

Table with columns: Stock, Price, Change, % Change. Lists electrical companies.

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ELECTRICALS

Table with columns: Stock, Price, Change, % Change. Lists electrical companies.

ENGINEERING—Contd

Table with columns: Stock, Price, Change, % Change. Lists engineering companies like BAE Systems, etc.

ENGINEERING

Table with columns: Stock, Price, Change, % Change. Lists engineering companies.

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ENGINEERING

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ENGINEERING—Contd

Table with columns: Stock, Price, Change, % Change. Continuation of engineering companies.

ENGINEERING

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INDUSTRIALS (Miscel.)—Contd

Table with columns: Stock, Price, Change, % Change. Continuation of industrial companies.

INDUSTRIALS (Miscel.)

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LONDON SHARE SERVICE

LEISURE - Contd

Table listing leisure companies such as British Skyways, British Airways, and others with their respective share prices and market data.

PROPERTY

Table listing property-related companies including British Land, National Westminster, and others.

TEXTILES - Contd

Table listing textile companies such as J. H. Rayner & Co., and others.

TRUSTS, FINANCE, LAND - Contd

Table listing trusts, finance, and land companies including British Land, National Westminster, and others.

OIL AND GAS - Contd

Table listing oil and gas companies such as British Petroleum, Shell, and others.

MINES - Contd

Table listing mining companies including Anglo American, De Beers, and others.

MOTORS, AIRCRAFT TRADES

Table listing motor and aircraft trade companies such as British Aerospace, and others.

TOBACCO

Table listing tobacco companies including J. H. Rayner & Co., and others.

TRUSTS, FINANCE, LAND

Table listing trusts, finance, and land companies including British Land, National Westminster, and others.

OVERSEAS TRADERS

Table listing overseas trading companies such as British Overseas Airways, and others.

PLANTATIONS

Table listing plantation companies including British Overseas Airways, and others.

THIRD MARKET

Table listing third market trading data for various securities.

NEWSPAPERS, PUBLISHERS

Table listing newspaper and publishing companies such as News International, and others.

SHIPPING

Table listing shipping companies including British Skyways, and others.

SHOES AND LEATHER

Table listing shoe and leather companies such as J. H. Rayner & Co., and others.

SOUTH AFRICANS

Table listing South African companies including Anglo American, and others.

TEXTILES

Table listing textile companies such as J. H. Rayner & Co., and others.

OIL AND GAS

Table listing oil and gas companies such as British Petroleum, Shell, and others.

PAPER, PRINTING, ADVERTISING

Table listing paper, printing, and advertising companies such as News International, and others.

SHOES AND LEATHER

Table listing shoe and leather companies such as J. H. Rayner & Co., and others.

SOUTH AFRICANS

Table listing South African companies including Anglo American, and others.

TEXTILES

Table listing textile companies such as J. H. Rayner & Co., and others.

OIL AND GAS

Table listing oil and gas companies such as British Petroleum, Shell, and others.

AUSTRALIANS

Table listing Australian companies including Anglo American, and others.

Regional and Irish Stocks section containing detailed information about regional and Irish stock markets, including a list of companies and their share prices.

COMMODITIES AND AGRICULTURE

Far East buying hits supply of small gold bars

By Kenneth Gooding, Mining Correspondent

REFINERIES world-wide are currently unable to meet demand for kilograms bars of gold... It is usually possible to get kilo gold bars from the refineries in two or three weeks.

Palm oil fund planned

MALAYSIA WILL launch a national fund to promote palm oil and to counter allegations by the American Soybean Association that it is unhealthy.

Zambian corporation lifts copper output

By Nicholas Woodworth in Lusaka

ZAMBIAN Consolidated Copper Mines, the country's state-controlled copper and cobalt-mining corporation, has released much improved sales figures in its 1988 annual report.

Ivory Coast defies logic on cocoa pricing

Nicholas Woodworth on the biggest producer's refusal to bow to market pressure

THE IVORY Coast is a country of minimal change. The equatorial temperatures vary by only three or four degrees, night and day, throughout the year.



President Houphouët-Boigny choosing political stability over economic health

RELATED hedging against the short producer sales sparked off a sharp fall in cocoa prices yesterday. The downward trend was seen first in the New York market but was quickly followed in London.

This policy can only be of short-lived benefit, however. The 1987-88 cocoa season yielded an estimated 685,000 tonnes, of which 50,000 tonnes remain in the Ivory Coast.

Weekly Metals

Table with columns: Commodity, Price, Change. Lists prices for various metals like Gold, Silver, Copper, Aluminium, etc.

West Bank olives under threat

By Andrew Whitely in Jerusalem

OLIVES, THE mainstay of the West Bank agricultural economy, are likely to become the next victims of the continuing unrest in the Israeli-occupied territory.

Zimbabwe tobacco sales close after record year

By Tony Hawkins in Harare

ZIMBABWE'S 1988 fine-cured tobacco sales have closed after a record year in which the average leaf price rose more than 80 per cent.

US Markets

IN THE PRECIOUS metals, gold and silver prices fell as the previous days rally, seemed to be overdone.

Chicago

SOYBEANS 6,000 bu mtr cents/100 bu bushel

WORLD COMMODITIES PRICES

LONDON MARKETS

Table with columns: Commodity, Price, Change. Includes LME Zinc, Copper, Tin, Lead, etc.

COCAOA D/Tonne

Table with columns: Date, Close, Previous, High/Low. Shows cocoa price movements from Dec to Sep.

LONDON METAL EXCHANGE

Table with columns: Commodity, Price, Change. Includes Aluminium, Copper, Tin, etc.

NEW YORK

Table with columns: Commodity, Price, Change. Includes Gold, Silver, etc.

CRUDE OIL

Table with columns: Date, Close, Previous, High/Low. Shows oil prices for Dec to Sep.

SOYBEANS 6,000 bu mtr cents/100 bu bushel

Table with columns: Date, Close, Previous, High/Low. Shows soybean prices from Nov to Dec.

SPOT MARKETS

Table with columns: Commodity, Price, Change. Includes Crude oil, Ethanol, etc.

POYATOWES D/Tonne

Table with columns: Date, Close, Previous, High/Low. Shows potato prices from Nov to Apr.

LONDON BULLION MARKET

Table with columns: Commodity, Price, Change. Includes Gold, Silver, etc.

PLATINUM 500 tray oz \$1000

Table with columns: Date, Close, Previous, High/Low. Shows platinum prices from Oct to Dec.

COFFEE C 37,000 lbs cents/bu

Table with columns: Date, Close, Previous, High/Low. Shows coffee prices from Dec to Sep.

MAIZE 6,000 bu mtr cents/100 bu bushel

Table with columns: Date, Close, Previous, High/Low. Shows maize prices from Dec to Sep.

COINTEGRATED

Table with columns: Commodity, Price, Change. Includes Wheat, Soybeans, etc.

GRAIN D/Tonne

Table with columns: Date, Close, Previous, High/Low. Shows grain prices from Nov to Apr.

SOYBEAN OIL

Table with columns: Date, Close, Previous, High/Low. Shows soybean oil prices from Nov to Dec.

WHEAT 5,000 bu mtr cents/100 bu bushel

Table with columns: Date, Close, Previous, High/Low. Shows wheat prices from Dec to Sep.

COTTON 50,000 lbs cents/bu

Table with columns: Date, Close, Previous, High/Low. Shows cotton prices from Dec to Sep.

WHEAT 5,000 bu mtr cents/100 bu bushel

Table with columns: Date, Close, Previous, High/Low. Shows wheat prices from Dec to Sep.

Handwritten scribbles at the bottom of the page.

Handwritten signature: "Johnnie 12/10"

pricing market pressure... tobacco sales record year...

Table with columns for country (Austria, Belgium/Luxembourg, Denmark, Finland, Japan), date (October 11), and stock prices.

Table with columns for country (France), date (October 11), and stock prices.

Table with columns for country (Germany), date (October 11), and stock prices.

Table with columns for country (Italy), date (October 11), and stock prices.

Table with columns for country (Netherlands), date (October 11), and stock prices.

Table with columns for country (Spain), date (October 11), and stock prices.

Table with columns for country (Sweden), date (October 11), and stock prices.

Table with columns for country (Switzerland), date (October 11), and stock prices.

Table with columns for country (Norway), date (October 11), and stock prices.

Table with columns for country (Austria), date (October 11), and stock prices.

Table with columns for country (Japan), date (October 11), and stock prices.

Table with columns for country (Australia), date (October 11), and stock prices.

Table with columns for country (Canada), date (October 11), and stock prices.

Table with columns for country (New York), date (October 11), and stock prices.

Table with columns for country (Tokyo), date (October 11), and stock prices.

Table with columns for country (Singapore), date (October 11), and stock prices.

Table with columns for country (Hong Kong), date (October 11), and stock prices.

Table with columns for country (New York), date (October 11), and stock prices.

Table with columns for country (New York), date (October 11), and stock prices.

Table with columns for country (New York), date (October 11), and stock prices.

CANADA section with columns for date (October 11) and stock prices.

INDICES section with columns for country (Australia, Austria, Belgium, Denmark, Finland, France, Germany, Greece, Hong Kong, Italy, Japan, Korea, Luxembourg, Netherlands, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, UK, USA, West Germany) and index values.

NEW YORK ACTIVE STOCKS section with columns for company name, price, and change.

TOKYO - Most Active Stocks section with columns for company name, price, and change.

Advertisement for Financial Times with headline "Have your F.T. hand delivered in Germany" and contact information for Frankfurt 0130-5351.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

4pm prices October 11

Main table containing New York Stock Exchange Composite Prices for October 11, 1966, listing various stocks and their prices.

Continued on Page 49

Advertisement for Philips monitors, featuring the text 'PRO MONITORS FROM PHILIPS' and 'The clear advantage PHILIPS'.

Handwritten scribble or signature at the bottom center of the page.

Handwritten note in a box: 125

NYSE COMPOSITE PRICES

OVER-THE-COUNTER

Need a national market? Open prices October 11

Main table of NYSE Composite Prices, including columns for High, Low, and various stock symbols. Includes a sub-section for 'Sales Spikes are unofficial' with a detailed explanatory note.

Table of Over-the-Counter prices, listing various stock symbols and their corresponding market data.

AMEX COMPOSITE PRICES

4pm prices October 11

Table of AMEX Composite Prices, listing stock symbols and their market data.

Table of Over-the-Counter prices, listing various stock symbols and their corresponding market data.

Advertisement for COPENHAGEN OF AARHUS, featuring a logo and contact information for K. Mikael Heimø for details.

AMERICA

Profit-taking and dollar's decline lead to small loss

Wall Street

THE Dow Jones Industrial Average soon retreated yesterday from the new post-October crash closing high it had reached on Monday by a whisker, writes Janet Bush in New York.

low-through weakness in the dollar in reaction to last Friday's smaller-than-expected rise in the US non-farm payroll which was seen as providing evidence of a deceleration in economic growth.

recent weakness, technology stocks generally did well. International Business Machines added 2 1/2% to \$118 1/4, Motorola gained 1 1/4% to \$42 1/2 and National Semiconductor gained 3/4% to \$10 1/4.

ASIA PACIFIC

Nikkei makes strong gain but volume remains weak

Tokyo

OVERNIGHT improvement on Wall Street helped Tokyo share prices rebound after a long weekend, but volume was disappointingly low, writes Michio Nakamoto in Tokyo.

most actively traded issue at 45.4m shares, advanced Y39 to Y24.

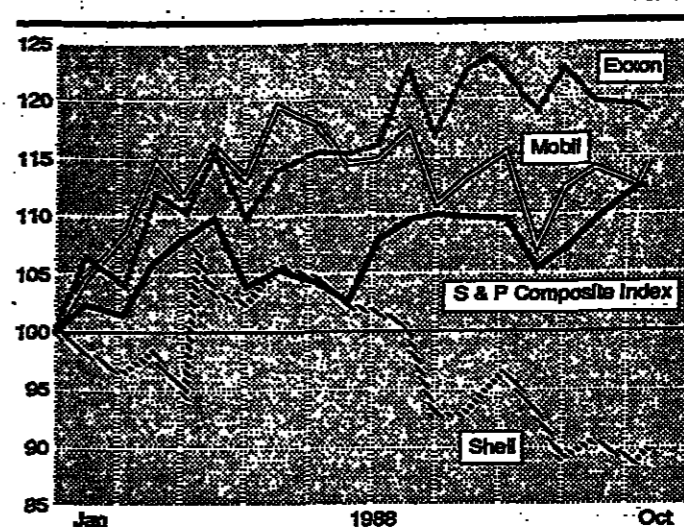
in undervalued stocks, following a spree of privatisation proposals for listed companies including Bond International, Li and Fung, and Nan Fung Textiles.

Oil sector's confidence survives instability

The unsteady price of crude has shaken but not harmed shares, writes Steven Butler.

Oil prices are weak again, and have unsettled the shares of the leading international oil companies.

working into their models assumptions that North Sea Brent crude will average about \$15 a barrel in 1988 (against about \$12 currently) and roughly the same, or somewhat less, next year - a scenario that would probably produce flat earnings.



the exception of Texaco, shares in which received a substantial boost when it came out of bankruptcy proceedings.

There must be a question, however, about how long the relative outperformance of Exxon can continue, given the broadly similar underlying characteristics of rival Royal Dutch/Shell.

makes good annual dividend payments as certain as they can be. The Exxon yield is currently running at 5 per cent while Shell Transport and Trade come to net 6 per cent.

EUROPE

Frankfurt and Paris take 'healthy' breather

A GENERALLY easier tone permeated European bourses yesterday in a breather from recent solid gains. Milan went against the trend again, rising in expectation of imminent political reforms, writes Our Markets Staff.

prevent a hostile raid. It ended steady at FF620 on 62,000 shares after climbing to FF628 and falling to FF612.

ZURICH closed mixed in healthy trading. The Credit Suisse general index eased 0.1 to 492.5 and the industrial index added 0.8 to 582.7.

index closed 0.55 higher at 285.09.

announced a 27 per cent rise in eight-month profits and predicted a significant improvement in full-year figures.

FRANKFURT ran into a bout of profit-taking after its strong run to new 1988 highs. Trading was very active at DM4,740m after Monday's DM3,580m.

PARIS also had what brokers described as a "healthy" correction, well signposted after three weeks of gains.

STOCKHOLM declined in moderate profit-taking, although a series of good interim results helped confidence. The Affarsvarden index lost 1.5 to 934.4.

FRUIT-TAKING ate into gold stocks' early gains, which had followed a rise in the bullion price, as Johannesburg resumed trading after Monday's holiday.

DO YOU have doubts about an AMERICAN BANK'S expertise in American markets?

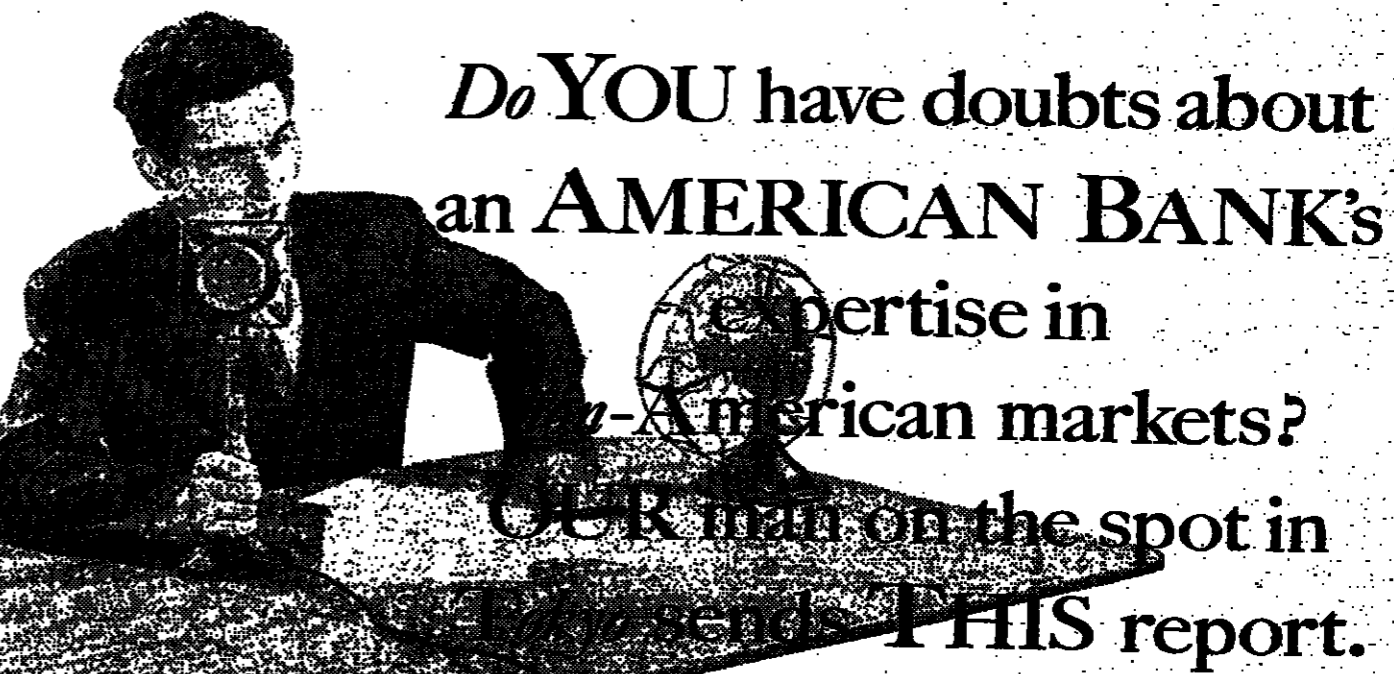


Table with columns: NATIONAL AND REGIONAL MARKETS, TUESDAY OCTOBER 11 1988, MONDAY OCTOBER 10 1988, DOLLAR INDEX. Rows include Australia, Austria, Belgium, Canada, Denmark, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, and various regional indices.

Advertisement for Citicorp Investment Management Ltd. Text: "GOOD Morning London, Tokyo calling, Polhill reporting. We immediately turn our attention to a burning issue relating to the management of Company Pension Funds. London tells us a lot of you are now considering a more specialist approach by country, sensibly reconsidering the risk and performance balance. Let's face it, who's going to know more about the specialities of each market than us who're here on the ground. What's more we already have over £500 million of Japanese equities under management. It's a year on since the crash and you and we both have been asking ourselves some searching questions about fund management. Remember the all important asset allocation? How much have you done about which country, which investment route? Things have changed a bit around here and we've been keeping a close eye on things. And we make sure you're kept informed. Every six weeks I and my internationally based colleagues fly into London from all the major markets to advise on local conditions, each one gives a view on his own market. What's more we pool our resources and come up with a truly Global Asset Allocation process which forms the core of any strategy. (By the way, you could be getting our report every 3 months on a consultancy basis.) Anyway, tootle-pip, as we say 'savaires'. Tune in again to our regular report from overseas. If you need to see our regular reports, please ring on 01-284 2482 and ask for Les Komaromy in London."